

INSCOM JOURNAL

April 1994



- Dean Takes Deputy Commanding Officer Position
- Leadership Involves Ethics
- Unit Feature: 66th MI Brigade



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Art Director
Mrs. Sue-Simone Hennen

Contributing Editor
Ms. Ellen Camner

Associate Editor
Mrs. Gloria Donovan

Production Assistant
Spc. Hughes Ejike Eneh

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Cover Photo: Sgt. Joseph Cobb, 703rd MI Brigade Visual Information Services
photographer, poses with Vietnamese children. (Photo by Sgt. Daryl Caldwell)

Military Children: Unique

By Sue-Simone Hennen

A civilian passing through our office one day saw a schedule of events for the Month of the Military Child, and asked, tongue slightly in cheek, "What's the difference between a military child and a normal child?"

Being intimately acquainted with three military children (I gave birth to them), his question gave me food for thought.

It seems I've always known there's a difference between the two "types" of children. I can remember growing up in the village next to West Point. Many of my friends at Highland Falls High School were "West Point kids." To a girl who only had traveled as far south as Florida and as far west as Grandma's house in Granite City, Ill., there certainly was something different about a classmate who could say in French class, "That's not the way they said it when we lived in Belgium."

When the civilian man I had married turned into a soldier, and our sweet little one-year-old son suddenly became a "brat" (Army-style), I began to learn firsthand that there are experiences that tend to set apart the military child — like educational "opportunities." By the time my two older children started 6th and 4th grades at Fort Belvoir, Va., I could count 27 different classroom teachers they'd had. I probably missed one or two somewhere.

The year we moved to Germany, my older daughter had four first grade teachers in three different schools. The first school taught the method of printing that has those little curlicues on the stems of the letters so "it's easier to learn how to connect the letters when the child learns cursive writing."

The second school apparently assumed the child could figure out how

to write without learning the curlicue method first, so the stems on all the printed letters at that school had to be straight.

At the third school, it was back to curlicues. Although my daughter's handwriting tends to look a little schizophrenic even to this day, I prefer to think she's learned to be versatile.

A serious disadvantage of being a military child became evident to the civilian population during Operation Desert Storm — separation from the active duty parent(s). With training, field exercises, temporary duty, and unaccompanied tours, it doesn't take a war for a military child to be away from a parent for an extended time; but knowing your father or mother is in a war zone and in mortal danger is an extra, awful burden to the military child.

There are many other things my military children endure that never occurred to me in my civilian childhood. Military children brag about different things than we did. In my hometown there were a lot people of Italian descent, so we spent an inordinate amount of time telling other kids they weren't Italian.

The other day my girls came home from the playground and told us the kids were saying, "My dad's (security) clearance is higher than your dad's," to each other. My husband tries to put

issues back into a civilian context for our children. He always says, "Maybe, but the important question is 'how much can they bench press?'"

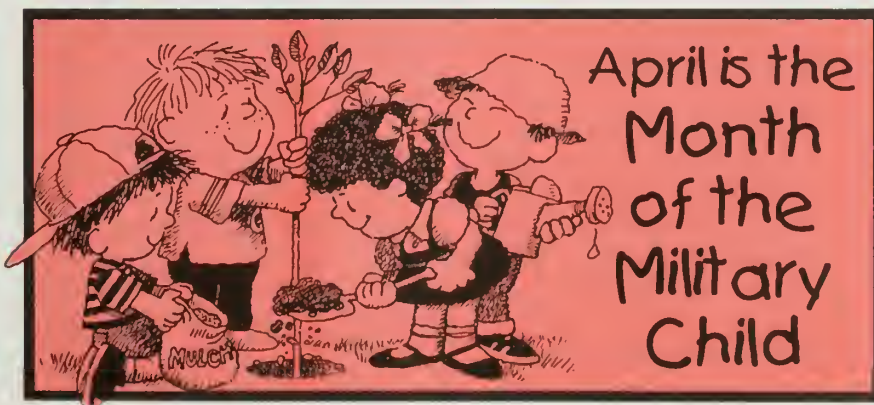
Disadvantages aside, there are very many ways my children have benefited by being military children. The military consists of a blend of people from all races, all colors, and every corner of our country and of the world. My kids get to meet some pretty great people whom they would not have otherwise known. The opportunity to experience different cultures is invaluable.

I have seen many times and many ways how my military children have grown through these experiences. I was very impressed once at an outdoor farmers' market when, out of the corner of my eye, I caught my basically shy son negotiating — in German — the purchase of a bouquet of flowers as a surprise for me.

The advantages my children enjoy were really apparent to me, however, when our younger daughter was 5 years old. She was upset with us one evening.

"You never, ever take me anywhere out to eat," she said. "I won't be happy until you take me to eat at Chuck E. Cheese's or to France."

She was partially right. She'd never been to Chuck E. Cheese's. ☘





Office of the Staff Judge Advocate

The Ethics of Leadership

Lt. Col. James D. Schmidli

As soldiers and government employees, we have all been in units or worked in organizations that had different types of leaders.

In my experience, the best leaders were recognized as caring, conscientious individuals whose standards were fair and clearly communicated to their subordinates. In addition, these individuals were pillars of moral and ethical correctness.

Honesty, loyalty, selflessness, and integrity were at the core of the ethical values that made them effective leaders. Asking them to deviate from what they knew to be correct was a tough sell. Compromise of integrity was a nonstarter. The leadership traits they exhibited reflected these values.

The leader who compromises or tolerates sacrifice of ... values condones behavior that undermines the moral authority to lead.

In a "Before the Battle" article published in *Army* magazine (November, 1990) E.M. Flanagan Jr. set forth several principles of leadership applicable to military service. He states the following: "The soldier — leading him is what military service is all about. If he can't do his job then what the generals do in theirs is of little importance."

The qualities needed to lead soldiers are not hard to identify; Gen.

(Ret.) Robert W. Sennewald, names those of competence, fairness, dedication, honesty, and pride. FM 22-100, *Military Leadership*, lists courage, candor, competence and commitment as desirable traits. My short list includes honesty, fairness, competence and courage. Whatever characteristics you subscribe to, embody ethical values and standards that are the keys to effective leadership at all levels. The leader who compromises or tolerates sacrifice of those values condones behavior that undermines the moral authority to lead.

Sacrifice is a term with which all soldiers are familiar. The profession of arms demands the sacrifice of time, energy, and personal comfort. What it does not demand the sacrifice of — and only you can give away — is your integrity. Leaders who do not prize subordinates that have the courage to take a position regardless of the personal consequences will all too often find themselves surrounded by those who shade the truth. This disservice has consequences that can have serious short- and long-term effects. What is hidden behind this facade is the true state of the units' readiness to perform their missions and the true nature of their leaders. Is the unit trained, ready and bound by the sinews of trust that typify the best organizations, or is it a collection of individuals who are simply putting in their time? The leader who understands that it is the example he or her sets that has the greatest impact on his or her unit is on the right path to establishing the solid moral foundation indispensable to capable, effective leadership.

Not surprisingly, studies have shown that the chief influence on or-



ganizational cohesion is leader behavior. Assuming that to be true, behavior that reflects the professional Army ethic of loyalty, duty, selflessness and integrity is the place to start building and influencing that cohesion. The leader who cuts the ethical corner, who talks a good story but acts otherwise, indicts the legitimacy of his authority to lead and undermines unit integrity.

In the final analysis, there is no one leadership template that fits every situation or organization. There are, however, some truths that are eternal. The professional Army ethic defines those values that every Army officer and NCO should internalize. By practicing these values, leaders lay the foundation for success and instill values that, passed on from generation to generation of soldiers and employees, will ensure the wellness of our Army and the future safety and security of our nation. To be called a leader requires no less. ✕

Lt. Col. Schmidli is the Deputy Staff Judge Advocate for the U. S. Army Intelligence and Security Command, Fort Belvoir, Va.

Evaluations Key to Promotions, Advance Schools

Command Sgt. Maj. Art Johnson

Your Noncommissioned Officer Evaluation Record is one of the most valuable tools available to Department of the Army boards. It provides a quick, easy to read evaluation of the rated NCO's performance and potential.

Because this document is so important, it is imperative that it be reviewed very carefully before signing. Remember, the NCO-ER represents your performance and future potential to DA boards members. I am sure that each of you want the best evaluation report possible to go forward.

When you review your NCO-ER, look at all administrative data for completeness and ensure it's correct. Pay particular attention to duty title and duty description. Your duty description should depict leadership responsibilities, number of soldiers supervised and dollar amounts of equipment you are responsible for.

Keep in mind that you have been promoted and selected for prior schooling based on your past perfor-

mance. Board members are looking at potential for promotion, higher schooling and the ability to serve in positions of greater responsibility. The right duty description could give you the cutting edge needed for selection. Your NCO-ER is a very important document, and you need to ensure it is correct and submitted on time.

I have visited every one of our major subordinate commands since arriving as the INSCOM command sergeant major, and in some cases more than once. I want you to know that I am very pleased with what I have seen. It is very obvious that the chain of command and the NCO support chain is working throughout our MACOM. We must continue to work together toward the accomplishment of our MACOM and Army goals. This is more important now than ever as we see our Army and budget continue to decrease.

To quote Sgt. Maj. of the Army Richard A. Kidd, "Teamwork, leadership, dedication and a commitment



to excellence have made our Army the force it is. These elements must be emphasized more so now than ever before if we are to maintain that force and ultimately improve it."

I am positive we can maintain that force if we remain focused.

**INSCOM TRAINED AND READY,
SEND US! **



STRESS AWARENESS MONTH

APRIL 1994

GET A GRIP ON YOUR LIFE!

204th Wins Supply Excellence Award

Not a pen was missed or a supply sheet left uncounted when the Department of Army audited the 66th Military Intelligence Brigade's 204th MI Battalion.

When the dust cleared from the top to bottom review, the battalion had won the 1993 Supply Excellence Award, an annual award presented by the Chief of Staff of the Army to the most outstanding unit for supply excellence throughout the Army.

The competition is open to every modification table of organization and equipment battalion in the Army. This year, the first year in the competition for the 204th, the battalion competed against two field artillery, an engineer and two signal battalions.

To compete at the DA level, the 204th MI Battalion first had to beat out two other INSCOM battalions to serve as the INSCOM nominee in the DA competition.

"We began preparing in mid-March for the June inspections," said

Capt. Scott St. Cyr, the 204th S4. "We went through 10 weeks of intensive preparation for the inspection."

The Department of the Army Supply Inspection Team spent two days conducting hands-on inspections of the supply operations.

The team checked all of the battalion's requisitions, supply document registers, disposition of property, accountable property records and prescribed load list accounts, St. Cyr said.

To prepare for the inspection, the battalion supply staff audited 100 percent of all battalion supply

"We had tremendous cooperation (from the companies) preparing for the inspection," St. Cyr said. "All of the company (executive officers, supply soldiers, PLL clerks and soldiers temporarily working in the supply rooms) really pulled together for this."

During the inspection, one of the DA inspectors also noticed this sense of cooperation and teamwork. "The lead inspector told me that in 35 years, he had never inspected a unit where he had observed such tremendous esprit

de corps," Lt. Col. Keith Alexander, former 204th commander, said.

As a result of the inspection, the Supply Excellence Award Team selected six 204th MI Battalion soldiers for their outstanding achievement during the competition. They are:

Capt. Scott St. Cyr
Chief Warrant Officer Virginia Mayo-Drane
Staff Sgt. Fred L. Cox
Staff Sgt. Randy Horton
Staff Sgt. Roger W. Lee
Sgt. Lyle Nutter

In addition, all of the 204th soldiers who participated in the inspection received certificates of achievement for their outstanding work preparing for the inspection.

Mayo-Drane and St. Cyr represented the battalion during the September 1993 Supply and Excellence Award Ceremony held at the Pentagon in Washington D.C.

*(Staff Sgt. Lisa M. Hunter,
PAO NCO, 66th MI Brigade,
Augsburg, Germany)*



U.S. Army photo

Army Chief of Staff Gen. Gordon R. Sullivan presents the Department of Army 1993 Supply Excellence Award to Capt. Scott St. Cyr and Chief Warrant Officer Virginia Mayo-Drane of the 204th MI Battalion.

ISB Claims Billiards Tourney Trophies

Melissa L. Parker and Ricky E. Sanders, both INSCOM Support Battalion soldiers, claimed the top women's and men's trophies in the 1994 Fort Belvoir Intramural Billiards Championship Jan. 26-27. ISB, with 14 team members, also took the team trophy. This tournament was an event on the Commander's Cup calendar.

Of the five women in the tourney, three went to the semifinals. Four men went to the quarter finals, and one went to the semifinals.

"Most of the females had never played pool before, but three went on to the semifinals," said team coach Kerry D. Ricketts. "The tournament was postponed for one week due to the weather, and we had minimal drop-outs."

Both Parker and Sanders said that they want to compete in other billiards tournaments, including those leading to the All-Army competition.

The tournament was a two-night, single-elimination competition. "I think the competition should be strung out over several weeks," said Sanders. "They don't take pool as seriously as basketball or golf. Those sports are 12 weeks, with the championship tournament consisting of the four best teams. Pool should be the same. It takes a week or so for people to settle down for the competition."

The competition was intense once the eliminations were done, said Parker. Some of the players were pretty good.

"I think that the biggest disappointment was the way the tournament brackets came up. INSCOM played INSCOM early-on, or we might have had the number one and number two in the men's division," said Ricketts.

"The team support was very good," said Parker. "Sgt. Ricketts, Master Sgt. Sanders, and Sgt. 1st Class (Louise A.) Hupp really held us together. It was fun, and I loved it."

Fort Belvoir is starting a billiards league in March to prepare for the All-Army competition. Sixteen people will compete at the All-Army competition in Las Vegas, Nev., in November 1994.

(Spc. Jeanne M. Colby, INSCOM)

750th MI Company Soldier Slips the Bonds of Earth

Spc. Karl E. Bittinger, a cryptologic traffic analyst assigned to the 750th Military Intelligence Company 500th MI Brigade, took flight this past September as few soldiers have ever done.

Most soldiers have flown on conventional aircraft such as a helicopter

or on transport aircraft like the C-130, but after flying in an F-16 "Fighting Falcon," those aircraft would seem rather dull. Screaming along at a top speed of 810 mph above the fields, mountains and coastal areas of Northern Honshu, Japan, he was given a tour that is not offered by the local tours office.

"IncentiveFlight" provides local commanders the opportunity to recognize exemplary performers in their units. The program was initiated by the 432nd Fighter Squadron to award outstanding soldiers, airmen, sailors, and Marines assigned to Misawa Air Base. It gives them the chance to experience supersonic flight in one of the Air Force's premier aircraft.

Maj. Oney Graham, Bittinger's former commander, nominated her hard-charging troop — the 500th's 1993 Soldier of the Year — for the "Incentive Flight" program.

Before being allowed to fly, however, Bittinger was required to undergo three hours of briefings and instruction on safety, survival and emergency procedures.

During the one-hour flight, Bittinger was allowed to fly the aircraft for about 25 minutes. For the analyst, the most exciting part of the flight was "actually being in control and knowing I was flying an aircraft with such awesome capabilities."

Surprisingly, Bittinger said that piloting an F-16 was not as difficult as



U.S. Army photo

Spc. Karl E. Bittinger prepares to board an F-16 "Fighting Falcon" for his incentive flight.

would be expected. "For what I was allowed to do, which included simple turns and altitude changes as high as 18,000 feet and as low as 1000 feet, it was easy. Of course, this pales in comparison with what the aircraft is actually capable of doing under skilled hands.

"I know that I'll never have the opportunity to do it again," Bittinger said, "but if the opportunity presented itself, I wouldn't hesitate."

(Sgt. 1st Class David M. Vicars, 1st sergeant, 750th MI Co.)

Chief of Staff, Inspector General, Now Deputy Commander ... Dean Dons New Hat

By Ellen Camner

Col. Byron K. Dean recently put on the third hat he's worn since coming to INSCOM in November of 1990 as chief of staff. In the interim, he served as inspector general from September 1992 before being selected in January as deputy commander by INSCOM Commander Maj. Gen. Paul E. Menoher Jr.

Dean has been described by the commanding general as "superbly qualified" and bringing a "wealth of experience and vast knowledge of INSCOM and our business to ensure that the command will continue to excel."

"I feel honored to have been asked to be the deputy commander, and I'm appreciative of this opportunity," Dean said. "I had never served with INSCOM before being selected chief of staff. While I knew about the command in a general kind of way, it was only after being assigned here that I really came to appreciate the importance of its mission and how much it contributes to the intelligence community. The command contributes in a significant way to the U.S. national security."

Getting Through Change

Dean says he sees a part of his deputy commander role as helping the CG get through this tremendous period of change and turbulence, "so we can get programs for the future on line and start to provide some stability to the organization and ensure that we'll meet the requirements levied on us."

From his perspective, the bottom line is that INSCOM must be able to provide intelligence support to the warfighting CINCs and Army corps commanders "who may have to go to war."

He says he has met and worked with many people at INSCOM of whom he thinks very highly. Working with "true professionals in their fields" makes the job even more enjoyable.

The big challenge for INSCOM and the Army today, as Dean sees it, is making the transition from the Cold War to the Army for the future. For the command, that means major changes in the way we do business. "The way we look at the future and provide support and value added to the intelligence system, and all its consumers and customers," he says.

INSCOM Retains Importance

Dean reflects on the impending changes within the Army intelligence community, specifically, the Intelligence Integration Initiative, or I3, and its impact on INSCOM.

"This is misunderstood by some people. The whole point of that was to try to look at what the intelligence staff does, and make sure we have no duplication and get the most efficiency out of those resources. We were in a period where it was absolutely necessary to take reductions, but that allowed us to take them in the right places."

Dean stresses that the reorganization initiative detracts not at all from INSCOM's importance, since the command retains its status as a MACOM—and the fact that although the command headquarters will become smaller, the Army is also becoming smaller.

"It's only logical that the headquarters be reduced in size. It will allow us to do this in a smart way. The way we've gone about it does not threaten the organization and, with



Photos by T. Gardner Sr.



few exceptions, does not threaten the people. Our DCSPER and other managers of people have done a tremendous job of making sure that we build the size of the headquarters down on a stable path that minimizes the possibility of having to do a reduction in force within INSCOM that puts people out on the street without a job."

In the way of background on I3, on April 2, 1993, the Deputy Chief of Staff for Intelligence, in response to guidance from the Chief of Staff and Vice Chief of Staff of the Army, directed the study of the possible integration and streamlining of the ODCSINT and INSCOM staffs. These changes were proposed to create a more clearly defined set of missions and roles between the two while reducing any duplications in staff operations. The resultant I3 study

identified space reduction and additional spaces targeted for transferring to other major Army commands and INSCOM subordinate commands.

The vice chief of staff has approved implementing the concept as developed. As a result of the success of that study, INSCOM will remain a MACOM; the command and control element for strategic and operational intelligence units will remain focused on providing power projection intelligence capabilities in support of the warfighters.

The deputy commander staunchly refutes the concern that downsizing might place in question INSCOM's future in the Army. "I do not believe that at all. While we, along with the rest of the Army, have had to reduce in size, we still have a viable mission for the future — and I do not antici-

pate that will go away. INSCOM is an outstanding organization."

Accentuate the Positive

The self-described "eternal optimist" says he does his best to see the good in any situation, while not being blind to the fact that everything is not always perfect. His philosophy is to look for the good and try to build on the hope that doing so will, in itself, eliminate the negative.

"So I would encourage the people to maintain their good attitudes and optimism toward the future, focus on trying to look at what demands are being placed on us and make proper adaptations so we'll ensure that we remain an important part of the Army's intelligence system for tomorrow.

"I know we will," said Dean. ✻

New Deputy Commander Brings Experience to Job

By Ellen Camner

Col. Byron K. Dean enlisted in the Army in 1961. His longtime experience in military intelligence began in Europe, where he served one tour as an intelligence analyst.

He later attended Officer Candidate School, Field Artillery, and graduated as a second lieutenant in 1965, and then completed the Military Intelligence Officer Basic Course. From September 1966 until September 1967, he served as collection team chief, 149th MI Group, Republic of Vietnam.

After his command of the Salt Lake City Field Office, 115th MI Group, in 1969, Dean completed his bachelor's degree in political science at the University of Nebraska in Omaha, and then the Military Intelligence Officer Advanced Course in 1970. During his stay in Oklahoma, where he was assigned as an instructor at the U.S. Army Field Artillery School at Fort Sill for two and one-half years, he earned a master's of public administration with the University of Oklahoma. In July 1975, he successfully completed the Command and General Staff College.

Following Dean's assignment as S2 of the 19th Infantry Battalion, Fort Stewart, Ga., he assumed command of the 24th Combat Intelligence Company

until his departure for Europe in 1977, where he served as personnel staff officer at Headquarters, U.S. Army Europe. His next assignment took him to the Pentagon in October 1980 where he was force integration staff officer, Office of the Deputy Chief of Staff, Operations and Plans, until December 1982.

His DA staff experience was followed by commanding the 102nd MI Battalion, 2nd Infantry Division, Camp Hovey, Korea, and later Military Personnel Center, Alexandria, Va., as chief, Military Intelligence/Military Police Branch, from January 1984 until July 1985.

After graduating from the U.S. Army National War College, Fort McNair, Washington, D.C., in June 1986, Dean became executive to the Deputy Director for Operations, Plans and Training, Defense Intelligence Agency, until June 1987. He commanded the Allied Command Europe Counterintelligence Activity, which supports Supreme Headquarters Allied Powers, Europe from July 1987 to July 1989, after which he was Executive to the Deputy Chief of Staff for Intelligence on the Army Staff until November 1990.

It was then that Dean became INSCOM's chief of staff, and later became the command inspector general in September 1992. ✻

Building a Language Bridge ... Volunteer Teaches Communication Skills

By Ellen Camner

Doug Williams seems every bit the professor. Gray beard, professorial bearing, jocular and erudite. In everyday life, he's a position classification specialist in INSCOM Headquarters, DCSPER, Fort Belvoir, Va.

Away from work, he's a professor, an instructor who teaches and shares with a group of Hispanic immigrants his communication skills and command of and love for the English language.

It's called "English as a second language," and Williams is in his third year as a volunteer instructor. He responded to an ad he saw at his church, and every Sunday at St. Charles Church in Arlington, Va., he's there, on his own time, teaching English, as he describes it, "oriented toward survival."

"We're interested in idioms, not just words or structure, but slang and idiosyncrasies peculiar to the language. It's more than language, it's communication."

Different Slices

Williams says the students get "different slices" of the language. "If we can determine what their needs are, which we constantly try to do, we can focus. I teach advanced level and have students who understand very well but do not write. Some need to learn certain areas of language, such as the language of the home, not the banks or medical language or some other kind.

"For example, one domestic worker deals with three young children in that home, and she needs to know the language of youth. One of



Photo by Lynn Williams

Doug Williams (second from left) is surrounded by members of his English as a second language class held at St. Charles Church in Arlington, Va.

the students wanted to know how to make a resumé in English and how to complete an application for employment. We spent the whole class on it: 'This is what it means, this is what you should respond to.' We process useful information, but again, we try to give some of everything — pronunciation, sentence structure, everything."

Students discuss idiomatic expressions, the way words are joined together to form a certain thought or are peculiar to the language or region.

He cites as an example the expression commonly used in this country: "No problem." In a typical class, students may ask, "What is 'no problem'?"

"I explain that it has meaning for us as an idiomatic expression — a 'language peculiarity.' We say it idiomatically, but in Spanish, it would not be an idiomatic expression. It would be, 'There is not any problem.'

We answer questions like that, because the students understand if the speaker uses all the words they would use in their own language to express the same thing. Another example is the phrase, 'I have some running around to do.' The students wouldn't know what that means, although we would know that it means having to go around to various locations to take care of business or do errands."

Williams' lifelong interest in languages and his enjoyment of English is evident in his enthusiasm as a volunteer tutor. He was a foreign language major at Wichita State University in Kansas, and his fluent Spanish is an added dimension to his current teaching project. He tells his students they can shift into Spanish at any time. It's a kind of feedback.

"That helps me to know what they're grasping. Sometimes they'll be talking between each other and

discussing exactly what each does not understand. I monitor them because there are times when it's difficult to express themselves in English."

Work Ethic, Family Values

He stresses that his immigrant students, who come to the Washington, D.C.-Northern Virginia area from Central and South America, have higher literacy rates than immigrants in other areas of the country. One student from Peru had two years of college there and is now going to college part-time.

"These people have jobs. Many are domestic workers, and the men often do construction work until their language proficiency picks up. Then they can do other types of work. They have solid middle-class values: family, church and religion, a good work ethic. They're not looking for a hand-out or to take work away from others. I've had nothing but positive experiences with them."

Williams says that while some language classes are held at various other locations, most are held at the church at different hours and different days of the week. Many students have difficulty getting off from work during the week and find it hard to get to evening classes. Normally located on

transportation lines, churches provide convenient locations for the working students. The only cost to them is the textbooks, on a cost basis.

And then there are social activities, such as fiestas, where native foods and various Hispanic cultures are represented.

This year Williams has a team teacher, Marybeth Griswold. "It's even better, because we both contribute and the students profit. One of the nice things about having a team teacher is, if I have to do something else, she can fill in, and vice versa." Most classes don't have a co-teacher, and sometimes other classes are sent to his class when the instructor can't be there.

Glowing Testimonials

Some of his students can offer firsthand testimonials, not merely to Doug Williams' teaching skills, but to the kind of person he is. The student from Peru with two years of college speaks of him in glowing terms.

"He provides good teaching," says Lydia Mideros. "All the students get not only his teaching, they get his advice. He helps everyone in school."

She cites as an example a Bolivian student and friend in another classroom who applied for a job at a major

newspaper. Doug Williams served as a reference and go-between, talking to the person from the newspaper about the job and the applicant. The Bolivian student got the job in part thanks to his interest and involvement.

"He is a good person for everything and everyone," Mideros says. "I study literature and computers at college, and he gives me extra instruction for literature class. He always asks about that class. If you bring your work, he sees it and always has unlimited time to help. He told everybody, 'Call me anytime.'"

Together with his wife, Lynn, who also donates her time and energy to the community, Williams does other volunteer work as well. Their volunteer work includes serving meals and cleaning up at the Knights of Columbus on holidays or at a Washington shelter.

Based on his own positive experience, Doug Williams sounds a clarion call of sorts to the cause of performing volunteer work.

"There are people out there who would do this kind of volunteer work if they were encouraged, who would thoroughly enjoy an opportunity like this." ❧

Civilian Analyst Learns Soldier Skills

Sgt. 1st Class Daniel Gilbert, 306th MI Battalion, coaches U.S. Army Intelligence Threat and Analysis Center's Lara Sanford-Johnson through the proper procedures for applying a military field dressing and pressure bandage. Johnson, a Department of the Army civilian with ITAC, Washington D.C., was attending the Military Intelligence Officer Basic Course at Fort Huachuca, Az., to enhance her knowledge of the military and to sharpen her skills as an analyst. Classmate 2nd Lt. Daniel Carrera lent a limb. She will return to ITAC this spring where she'll work as an analyst within the Research and Analysis Directorate.

(Maj. Stephanie Gregory, ITAC)



Photo by Spc. Tony Sailer

Korean Forum Discusses Issues of Concern

By Sgt. 1st Class Kiki Bryant

Sponsorship, awards, overcrowding and retiree benefits were issues aired during the 532nd Military Intelligence Battalion's January Family Action Forum held at the Yongsan Youth Center, Korea.

Unit attendees also highlighted other areas of concern such as barracks furniture, transportation, and morale, welfare, and recreation support, among other issues.

According to Sgt. 1st Class Timothy Cook, the 501st MI Brigade's Equal Opportunity Advisor, the battalion's forum was designed to bring up such concerns. Issues that

could not be handled at battalion level will be discussed at the 501st MI Brigade's annual forum held later.

Cook said any issues that were not resolved in February's meeting will be passed on to the INSCOM Headquarters located at Fort Belvoir, Va., during the annual April forum. All three forums are a precursor to the Annual Army Family Action Forum held in Washington, D.C., in October.

The 501st and its subordinate battalions have conducted family forums for the past three years. Cook said they are designed to resolve issues for all members of the Army family, including single soldiers, Reservists, retirees and family members. The goal

is to solve everything at the lowest level and present unsolved issues to the next level.

During the 532nd's forum, representatives from the Army Community Service and Staff Judge Advocate's office spoke about the services they provide such as the loan closet, Army Exceptional Family Member Program, wills and powers of attorney. The 45 participants held a potluck dinner to finish the day's activities. ✕

Sgt. 1st Class Bryant is the PAO NCO for the 501st MI Brigade, Korea.

Lt. Col. Harold L. Bakken (left), 532nd MI Battalion commander, and Capt. Chonita R. Jones (second from left), S1/personnel officer, join members of the battalion at a potluck dinner after their Family Action Forum.

Photo by Sgt. 1st Class Kiki Bryant



741st NCO Carves Wood, Shapes Soldiers

By Sgt. Don Wodarski

If you're like Staff Sgt. David "Pappy" Sowders, a 98H/Platoon Sergeant from the 741st Military Intelligence Battalion, Fort George G. Meade, Md., you have an urge to be creative — to make something worthwhile with your hands.

Sowders has carved animals, caricatures, chains, a hand, glasses frames, wooden teeth, look-alike peanuts and walnuts, an axe, a ball-point pen, letter openers, decorative spoons and puzzles. He's made everything — miniature baskets from peach pits to a wooden M1 round that actually fits in a magazine. He has turned out many projects on a lathe and been asked to display his artwork at upcoming craft shows.

"Wood-carvers are like NCOs," he said. "They've been around since the earliest of times. A wood-carver keeps his knives sharp and shapes objects using his imagination. He deals with woods of many colors and thicknesses and judges whether the wood is green or matured — then whittles away until the project takes shape and details can be added. Finally, he polishes the finished product and displays it.

"An NCO has to keep his skills honed razor-sharp. He can incorporate imagination into military training. He works with a variety of people who have different ethnic and educational backgrounds. He determines the weaknesses and strengths of his subordinates and develops those traits

for mission accomplishment. The results display his standards."

Sowders added, "There are only two kinds of soldiers in the Army — those in my platoon and those that want to be."

Soldiers under his supervision have won numerous awards starting at Company NCO and Soldier of the Month/Quarter, and in the past, through battalion/brigade/community and AUSA Soldier of the Year.

Recently, Sowders was asked to teach woodcarving classes at Fort Meade's Craft Center. Maybe by doing so, he will satisfy someone's urge to be creative. ✱

Sgt. Wodarski is with the 741st MI Battalion, Fort George G. Meade, Md.



Staff Sgt. David Sowders prepares to carve another wooden object.

Hometown News Releases Take Soldiers Back Home Free

By Sgt. 1st Class Kiki Bryant

The *Dragon's Lair*, *The Mirage*, *Kunia Underground News*, *The Dagger* and *INSCOM Journal* are not the only publications interested in reporting about soldiers assigned to INSCOM.

Publications like the *St. Petersburg Times*, the *Indianapolis Star* and the *Killeen Daily Herald* devote daily and weekly column space for stories and pictures about soldiers serving their country.

Of course the editors of these local papers don't have the staff, money or resources to visit military bases to write these stories themselves. They depend on Army public affairs offices to feed information to them.

The Army and Air Force Hometown News Release Program is the vehicle public affairs offices use to help commanders sell their soldiers' stories to civilian publications.

The program provides soldiers and airmen the opportunity to let families and friends back home know when they've done something that warrants a story. This includes receiving an award, reenlisting, completing college, arriving at a new unit, pinning on a new stripe or retiring. Soldiers selected as the NCO or Soldier of the Month or Quarter are also eligible to submit a hometown news release. Releases on awards are limited to Army Achievement Medals or higher, and promotions are limited to private first class and higher.

The program is voluntary and free, and soldiers can participate several times a year, when applicable. Participation is also open to Depart-

ment of Defense, Department of the Army and Department of the Air Force civilians.

The program serves as a community relations project between the Army and Air Force and the civilian communities. The program's goal is to stress accomplishments and activities of individual military personnel.

The folks back home like to know what their soldiers and airmen are doing. Many times the interest is two-sided: the soldiers and airmen are relatives, and the readers are taxpayers with a genuine interest in the military.

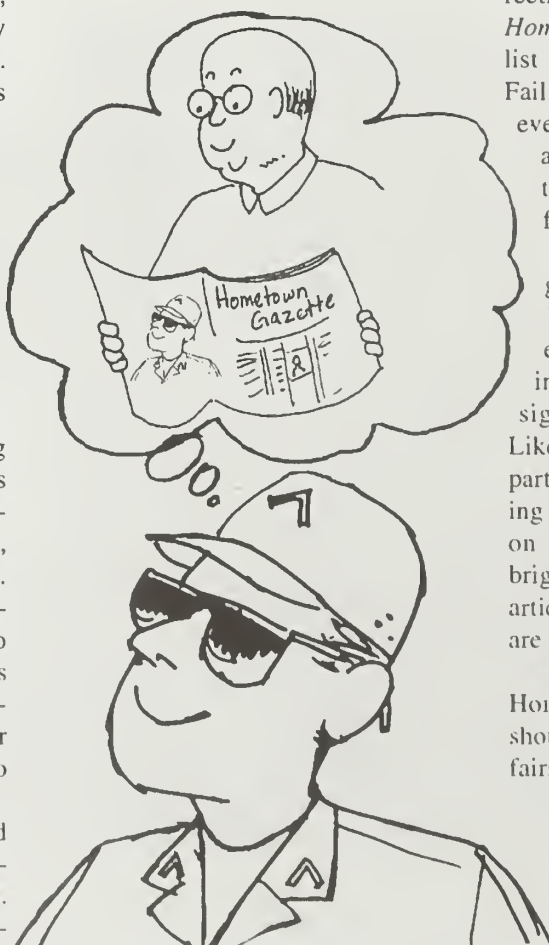
Filling out a hometown news release form does not guarantee that an article will be printed. For the most part, it depends on where the soldier is from in the United States. U.S. territories such as Puerto Rico and Guam also participate in the program.

The HTNR Center, located at Kelly Air Force Base, Texas, makes every effort to send the release to a publication near the soldier's hometown that will use the information.

The best assurance for getting a hometown news release in print is to make sure the form is filled out correctly. On the back of each DD 2266, *Hometown News Release Form*, is a list of block-by-block instructions. Failing to sign the form, not listing the event and not listing a next-of-kin are the most common reasons for the HTNR Center to reject the form.

In the 501st Military Intelligence Brigade, we mail out about 15 releases a month. This is an extremely low number considering more than 15 soldiers are assigned to the brigade a month. Likewise, more than 15 soldiers depart the brigade monthly after receiving an award. Promotions also occur on almost a daily basis within the brigade. The opportunities to have articles printed in hometown papers are limitless.

Anyone with questions about the Hometown News Release Program should contact their unit public affairs office. ✕



Sgt. 1st Class Bryant is the PAO NCO for the 501st MI Brigade, Korea.



ARMY & AIR FORCE

Hometown News

Army News Release Categories

Basic Military Training

All graduates of Basic Military Training

Technical Training

(Military Occupational Speciality-producing schools)
School submits

Promotions

Selection for promotion — to all ranks
All Promotions — Active duty, Guard, Reserve and
Department of Defense Civilians
All Commissioning
Appointment to Warrant Officer

Awards/Decorations

Achievement Medal
Combat Infantryman Badge
Commendation Medal
Distinguished Leader Award
Exceptional Civilian Service Award
Expert Field Medical Badge
Expert Infantryman Badge
Recruiter Ring
Soldier's Medal
Bronze Star
Civilian Achievement Award
Commander's Award for Civilian Service
Defense Meritorious Service Medal
Meritorious Service Medal
Defense Superior Service Medal
Distinguished Flying Cross
Distinguished Service Medal
Good Conduct Medal
Humanitarian Service Medal
Joint Service Achievement Medal
Joint Service Commendation Medal
Legion of Merit
MacArthur Leadership Award
Soldier/NCO/Senior NCO/Junior Officer/Field
Grade Officer/Civilian of the Month, Quarter, Year
(This is open to most specialties, i.e. Drill
Instructor, Recruiter, Nurse, Medic, etc.)
Suggestion Award (Monetary Awards only)

Reserve Officers Training Corps

Scholarships
Summer Camps

George C. Marshall Awards
Commissioning

Advanced Training

Advanced Military Studies
Advanced Noncommissioned Officer Course (ANCOC)
Basic Noncommissioned Officer Course (BNCOC)
Air Assault Training
Airborne Training
Combined Arms and Services Staff Schools
Command and General Staff College (Entry)
Command and General Staff College (Graduation)
Drill Sergeants Course
Education with Industry (Entry)
Education with Industry (Graduation)
First Sergeant's Course
Instructor Training
Jungle Operations Training
Military Mountaineering Instructor Course
Primary Leadership Development Course (PLDC)
Ranger Training
Sapper Leader Course
Army War College (Entry)
Army War College (Graduation), including
nonresident and correspondence
Sergeants Major Academy

Arrival and Appointments

Arrival for duty for all military and DoD civilian
members
Assumption of Command
Commanders, First Sergeants, Command Sgt. Major

Miscellaneous

Reenlistment
Retirement
Sports competition, i.e. inter-service, national,
International level (individual/team)
Educational degrees awarded
Medical Internship/Residency Program

Exercises

Call Hometown News prior to submission for approval

Innuendos, Physical Contact not Acceptable in Today's Workplace, Culture

By Sgt. 1st Class Edward Schafer

Prevention of sexual harassment continues to be a major equal opportunity concern for civilian and government organizations including the Department of Defense.

Many folks may have had their fill of this subject, given all the media coverage of the controversial congressional hearings on the selection of the U.S. Supreme Court Justice Clarence Thomas and his accuser, Anita Hill. The U.S. Navy's involvement in the Tailhook Convention scandal, where there were allegations of gross sexual misconduct by naval officers, received wide coverage. Regardless of instances such as these being in the news, surveys indicate that sexual harassment is still occurring in the workplace.

Each year a survey is conducted that randomly samples opinions of soldiers. Results from the 1993 Sample Survey of Military Personnel are not yet available, but the 1992 results were surprising. This survey indicated that 29.8 percent of all women and 2.9 percent of all males surveyed reported that they had been sexually harassed during the previous year. These statistics may indicate that persons engaging in sexual harassment may not realize it.

Sexual Harassment — What is it?

Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature.

Sexual harassment is not limited to the workplace; it can occur almost anywhere. Sexual harassment violates

acceptable standards of integrity and impartiality required of Army and other DoD personnel.

How can I Identify Sexual Harassment?

According to AR 600-20, a person is engaging in sexual harassment when he or she:

- through behavior of a sexual nature, attempts to control, influence or affect the career, pay or job of another person.

- makes deliberate or repeated verbal comments or gestures of a sexual nature that are offensive to the person addressed.

- makes abusive physical contact of a sexual nature.

and/or when:

- ① submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career;

- ② submission to or rejection of such conduct by a person is used as a

basis for career or employment decisions affecting that person; or

- ③ such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive environment.

What Should I do if I am Sexually Harassed?

- Confront the harasser.
- Get third party intervention.
- Report sexual harassment.
- Be assertive; fight back.
- Keep records.
- Seek the support of a friend; don't keep the anxiety and stress to yourself.

Prevention of Sexual Harassment

Sexual harassment occurs primarily at work, where a potential victim is especially vulnerable. To refuse sexual demands from those who control or



help set the work environment places the victim in a situation where reprisal is possible. The fact that the recipient of such harassment may work daily with the harasser(s) increases anxiety and stress.

Sexual harassment and behavior resulting from sex role stereotypes has always been part of the workplace to one extent or another. Open discussion of the problem of sexual harassment and development of educational training to prevent it from occurring must take place in all organizations. If educational awareness programs fail, appropriate action must be taken against sexual harassment offenders.

Steps to Prevent Sexual Harassment

Step 1 - Supervisors must recognize their role and responsibility to take action to prevent sexual harassment.

Step 2 - Supervisors should examine their own behavior using the Personal Behavior Checklist.

Step 3 - Develop a greater awareness of cues in the environment that may suggest a need for preventive measures.

Step 4 - Identify behaviors that require preventive action. This may involve recognizing certain behaviors long accepted by some people as customary, but which are no longer acceptable by society in general. Sexist behaviors that may have been accepted just 10 years ago may be completely inappropriate today.

In preventing sexual harassment, a supervisor should examine each subordinate's behavior to determine:

- ✓ Is a subordinate's behavior (potentially) sexual harassing?
- ✓ Is a subordinate exhibiting sexist behavior based on gender stereotypes which are out of place at work?

Prevention of sexual harassment is everyone's responsibility. However, it is incumbent upon supervisors to increase each subordinate's awareness of what sexual harassment is, model appropriate behavior, and maintain a work environment free of sexual harassment.

Supervisory Responsibility in Sexual Harassment Prevention

■ Provide an environment free of intimidation, hostility or psychological stress.

■ Control social interactions so that they do not interfere with productivity when they:

- ✓ take up too much work time.
- ✓ lower a person's effectiveness in performing tasks.
- ✓ are inappropriate sex role stereotyped behavior.

■ Take corrective action whenever sexual harassment is displayed.

■ Assign responsibility to the appropriate party by holding each person accountable for his/her own actions, rather than expecting someone else to control that person's behavior.

■ Consult with your organization's Equal Opportunity advisor (military organizations) or Equal Employment Opportunity counselor (civilian organizations) for technical advice regularly.

Besides the more obvious forms of sexual harassment, the following behavior is considered inappropriate:

- ✓ Pinching, patting, or squeezing
- ✓ Back or neck rubs
- ✓ Deliberate or unnecessary physical contact
- ✓ Questions about one's personal relationships and activities
- ✓ Wolf calls or whistles
- ✓ Suggestive innuendoes
- ✓ Remarks or "compliments" on physique or physical attributes
- ✓ Use of endearments such as "honey" or "dear"
- ✓ Propositions of a sexual nature
- ✓ Obscene language
- ✓ Sexual, racial or gender-related jokes

Sexual harassment is a subject that should not be taken lightly.

Supervisor's Personal Behavior Checklist

- ✓ Set the example; "walk what you talk."

✓ Stress personal support for your organization's sexual harassment policy.

✓ Provide specific information and guidance as to what the policy means.

✓ Schedule employees for training in prevention of sexual harassment.

✓ Monitor cues in the environment so that action can be taken before a situation becomes serious.

✓ Give feedback/counseling to subordinates exhibiting inappropriate behavior promptly.

✓ Recognize and actively support the rights of others, including the right to have their feelings taken seriously by other members of their work section and by you, their supervisor.

Summary

Maintaining a work environment free from any behavior that creates discomfort for members of the work section is essential to maximum productivity, team work and high morale.

Examine personal behavior to determine:

■ Does this behavior contribute to work output and/or mission accomplishment?

■ Could this behavior offend or hurt other members of the work section subjected to it?

■ Could this behavior be sending out signals that invite harassing behavior on the part of others?

General circumstances where jokes or kidding around is inadvisable:

■ There is a power difference by rank or position.

■ There is a numerical imbalance between you and your group (by gender, race, age, etc.) and another individual involved.

Rule of thumb — *when in doubt, DON'T!* ☒

Sgt. 1st Class Schafer is an Equal Opportunity advisor in DCSPER, INSCOM, Fort Belvoir, Va.

Military Child Care Program Offers Options

By Linda S. Lee

Military installations offer parents a variety of child care options, like child development centers, family child care homes, and school-age before- and after-school programs.

DoD works hard to ensure quality child care for servicemembers and their families, said DoD child care officials. With more and more single parents, dual-service couples, working spouses, deployments and other concerns, child care becomes a critical quality of life issue.

To ensure quality care, DoD set minimum standards for across-the-board child care. What this does, said officials, is guarantee an acceptable level of care no matter where the family goes or what type of care it uses.

Child development centers must

meet DoD's minimum standards, which include the maximum number of children per care giver, types of programs offered for various age groups and building safety. Local, service and DoD officials constantly inspect the centers to make sure they continue to meet the standards.

A major change in the program over the last few years requires a background check on all center employees who have contact with children. All appropriate state, local and federal agencies, like the police and the FBI, are queried. DoD child care officials stress that a worker without a completed background check will not be left alone with the children.

The number of children that can attend the child development center depends on staff size, the facility and a number of other things. Most centers require reservations because of limited space.

Fees depend on the location of the installation and the family's income. DoD sets a fee scale based on income. It is divided into five categories, each with a minimum to maximum rate. The installation determines what to charge families within the rate structure. Some high-cost areas can charge higher rates.

An alternative to child care at a facility is a family child care home program. Individuals who meet the requirements and undergo specified training are certified through the installation as child care providers. Only then are they permitted to care for children in their quarters. Fees are negotiated between the parents and the provider.

Each installation's family child care office or child development center has a list of certified providers, said DoD child care officials. The number of children a provider can care for is strictly limited and includes the provider's own children. A child care provider isn't a baby sitter, explained officials. In addition to feeding and caring for a child, the provider offers developmental activities designed to help the child develop mentally, socially, emotionally and physically.

DoD and the services spell out the requirements for becoming a child care provider. Each individual who wants to become a provider, as well as their family members aged 12 and over, must undergo a background check. This includes a check with the



installation family advocacy program, police, drug and alcohol program, mental health and any other organizations deemed necessary.

Applicants must be at least 18, live in government quarters, complete an application packet, and attend an orientation session and a specified training course. Also, the quarters must pass inspections, including fire, safety and health.

Announced inspections, as well as unannounced checks, are made at the provider's quarters the same as at the child development centers, said DoD officials. These inspections, which include fire, safety and health, ensure the children's welfare.

Certification doesn't last forever, said DoD officials. To keep the certification is an ongoing process by the provider, and it can be canceled if the installation feels there is just cause.

Anyone who provides unauthorized child care in government quarters could lose the quarters and be

forced to move off the installation, said DoD child care officials.

Another option is the school-age program for children who require supervision before and after school, and on holidays and vacations. School-age programs operate differently from installation to installation. Generally, said DoD officials, they operate through the child development center or the youth activities program.

These aren't the only child care options available on an installation, but they are the most common. In addition, servicemembers may choose to pursue options off of the installation that range from day care centers and homes to church and school programs.

DoD child care officials remind individuals that a worldwide child abuse and safety hot line was established a few years ago. Individuals should use the hot line only if they aren't getting satisfaction from the installation chain of command. DoD officials stress the chain of command

must be used first, and the hot line is not for emergency assistance.

When the hot line is called, DoD sends the information to the military service involved. The service investigates the case and provides a reply, and DoD then decides if further action is required.

Hot line telephone numbers are:

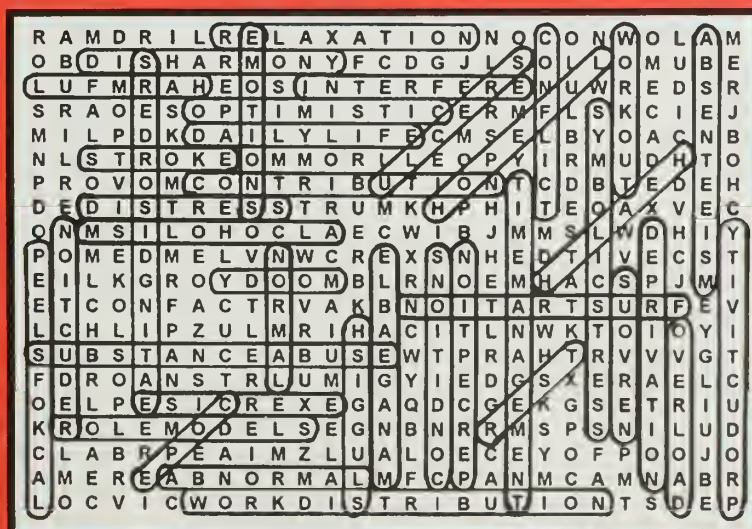
- United States, Puerto Rico, Alaska, Hawaii: 1-800-336-4592
- Germany: 0130-81-2702
- Guam: 01-800-164-8003
- Italy: 1678-70-154
- Japan: 0031-11-1821
- Korea: 008-1800947-8278
- Panama: 01-800-111-0058
- Spain: 900-99-1107
- United Kingdom: 0800-89-7478

Questions concerning child care programs should be directed to installation child development centers. ✕

Ms. Lee is a writer with the American Forces Information Service.

Puzzle Solution

Stress Awareness Month



66th Brigade History Goes Back to Early WWII

The 66th Counter Intelligence Corps Detachment was constituted in the Army of the United States on June 21, 1944, and activated on July 1 at Camp Rucker, Ala. The unit was assigned to IX Corps and attached to the 66th Infantry Division. On Nov. 23, 1944, the 66th CIC Detachment left Alabama for overseas deployment on the Britannia, arriving at Southampton, England, on Dec. 12. On Dec. 27, the unit left for France.

The 66th Infantry Division had the responsibility for containing the German strongholds at Lorient and St. Nazaire, France, while the Allies launched a new offensive into Germany. Refugees from these pockets needed thorough screening in addition to shelter and food. On one particularly busy day, over 2,100 refugees from the St. Nazaire area were screened at Nantes by the 66th and 424th CIC Detachments.

After the German surrender of the strongholds in May 1945, the 66th CIC Detachment was almost constantly on the move, first into Germany and then back to France. The 66th departed from St. Victoret for the States on the USS Exchange on Oct. 30, arriving at Camp Kilmer, N.J., where it was inactivated on Nov. 12, receiving credit for participation in the Northern France campaign.

On Nov. 10, 1949, the 66th CIC Detachment was activated at Stuttgart, Germany, and assigned to U.S. Army, Europe. The 66th CIC Detachment assumed the functions and personnel of the concurrently discontinued 7970th CIC Group.

The history of CIC Operations in occupied Germany actually began before Victory in Europe Day when

planners decided to establish a new occupation detachment with sufficient strength to absorb personnel from combat CIC detachments being inactivated. On May 10, the large-scale paper transfer of CIC personnel took place, and concurrently, the 970th CIC Detachment was activated at Wiesbaden, Germany, to receive 300 officers and 1,100 agents. In July 1945, the 970th CIC Detachment moved its headquarters to Frankfurt, where, after several shifts, the unit finally settled at the I.G. Farben Building.

By November 1945, the 970th had grown to a peak strength of 1,572 officers and 1,158 enlisted men and had been subdivided into eight regions, each with a structure of its own including subregions and resident/day offices for the first year, the primary mission centered upon denazification of Occupied Germany, and by the end of 1945, more than 120,000 individuals had been apprehended.

In an effort to streamline operations and to economize on personnel, the 970th CIC Detachment was inactivated on June 20, 1948, and its personnel transferred to the 7970th CIC Group, which was organized concurrently. The 7970th was a table of distribution and allowances organization, which was to be tailored to the specific needs of CIC in Europe. Between September 1948 and April 1949, the 7970th CIC Group was reorganized to reduce the number of administrative layers under each region and to increase the operational capacity of its headquarters. In September 1949, the request was initiated to restore the CIC in Germany to a table of organizational equipment

status, primarily to enable it to receive a personnel allotment on a more permanent basis directly from the Department of the Army. As a result, on Nov. 10, 1949, the 7970th CIC Detachment was discontinued and its personnel transferred to the 66th CIC Detachment activated concurrently at Stuttgart.

At the time of activation, the 66th CIC Detachment performed a counterintelligence mission in support of the commander-in-chief, European Command, and was divided into 12 regions: Stuttgart (I), Heidelberg (II), Frankfurt (III), Munich (IV), Regensburg (V), Nuremberg (VI), Bayreuth (VII), Berlin (VIII), Bremen (IX), Bad Wildungen (X), Wuerzburg (XI), and Augsburg (XII). On Dec. 5, 1951, the 66th CIC Detachment was allotted to the regular Army, and on Dec. 20, 1952, the detachment was redesignated as the 66th Counter Intelligence Corps Group.

By July 1953, the number of regions had been reduced to seven: a Detachment "A", responsible for U.S. forces based in France, had been added at Orleans, France. There were 56 subordinate offices throughout both the United States and French occupational zones of Germany, the U.S. sector of Berlin, the Bremen enclave, and the USAREUR communications Zone in France.

Upon establishment of the field operations intelligence mission within the Army, those positive intelligence functions that had accumulated within the 66th CIC Group were transferred, along with accompanying personnel, to the 513th MI Group and, in turn, to the newly activated 522nd MI Battalion. By May 15, 1956, the 66th CIC

Group had further reduced its number of regions to four and on Jan. 1, 1958, redesignated them as lettered detachments A, B, C and D.

In November 1959, a major mission change occurred. USAREUR divided the counterintelligence and field operations intelligence/area intelligence responsibilities on a geographical basis between the 66th CIC Group and the 513th MI Group. The latter was allotted responsibility for covering northern Germany to include Berlin, and the 66th CIC Group was assigned the mission of covering southern Germany (Bavaria, Baden-Wurtemberg, Rhineland-Phalz, and Saarland). As a result of its new mission, the 66th CIC Group was redesignated the 66th Military Intelligence Group on Jan. 1, 1960, and as the 66th Military Intelligence Corps Group on July 25, 1961.

Due to the inherent coordination problems caused by the division of functions on a geographical basis between the 66th INTC Group and 513th MI Group, a second major reorganization soon followed. On April 1, 1962, the 513th MI Group continued with the field operation intelligence area intelligence mission along with a limited CI mission. On the other hand, the 66th INTC Group was reorganized with the mission of CI support to the Seventh U.S. Army.

The approved organization for the 66th INTC Group included a number of newly activated and numerically designated security, collection and linguist companies. Upon the discontinuance of the Army Intelligence Corps, the 66th INTC Group was again redesignated the 66th Military Intelligence Group on Oct. 15, 1966.

As a result of a major reorganization and consolidation of Army intelligence assets in Europe, the 66th MI Group was relocated from Stuttgart to Munich on Sept. 17, 1968. The move was part of a plan to combine the assets and mission of the 513th MI Group's inactivation. The 66th MI Group moved into Building 1, McGraw Kaserne, Munich, on May 8, 1969.

see 66TH, page 21



66th Military Intelligence Brigade

"Honor, Valor and Security"

Established: First established as the 66th Counter Intelligence Corps Detachment on June 21, 1944. It evolved into the 66th MI Brigade on Dec. 16, 1986.

Location: Headquarters — Sheridan Kaserne, Augsburg, Germany

Personnel: 151 (Headquarters and Headquarters Detachment) 1,820 (brigade total)

Mission: The "Dagger Brigade" is the largest multidisciplined military intelligence brigade in INSCOM and the Army with units deployed in 50 locations throughout Germany, Italy, England and Belgium.

The 66th MI Brigade fulfills the U.S. Army Europe's intelligence needs through many disciplines. It serves as the executive agent for all counterintelligence and counter espionage operations in USAREUR. The 66th protects North Atlantic Treaty Organization and American interests by collecting intelligence and protecting our information from foreign intelligence services.



18th Military Intelligence Battalion

"Collection for Defense"

Established: Formerly the Collection and Dissemination Battalion of the 513th MI Group. The unit was redesignated the 18th Battalion, 513th MI Group in March 1968, and assigned to the 66th MI Group on Sept. 6, 1968.

Location: Sheridan Kaserne, Augsburg, Germany, with detachments in Wuerzburg and Heidelberg, Germany; Italy and Belgium.

Personnel: 570

Mission: The mission of the 18th MI Battalion is counterintelligence and force protection, as well as overt human intelligence gathering by analyzing documents and debriefing individuals who have access to information of intelligence value.



204th Military Intelligence Battalion

"Silently We Defend"

Established: First established as the 3118th Signal Service Battalion on Nov. 15, 1943. The unit was reorganized and redesignated as the 204th Military Intelligence Battalion Oct. 16, 1986.

Location: Sheridan and Gablingen Kasernes, Augsburg, Germany

Personnel: 570

Mission: The battalion uses a variety of automated systems to assist them in tracking targets of intelligence interest. The unit also employs the "Top Gallant" system, which supports all tactical signal operations in USAREUR.



527th Military intelligence Battalion (Operations)

"Strive for Excellence"

Established: Formerly established the 527th Military Intelligence Battalion based in Kaiserslautern. On Oct. 16, 1992, the battalion was reorganized and realigned as the 527 MI Battalion (Operations).

Location: Sheridan Kaserne, Augsburg, Germany

Personnel: 530

Mission: The battalion provides tailored intelligence to the USAREUR Commander-in-Chief during peacetime or to the joint ground component commander during conflicts, and command, control, communications, administration and logistics in support of the USAREUR Combat Intelligence Readiness Facility.

Kunia Soldier Faces Vietnam Conflict for MIAs' Families

By Staff Sgt. Paul J. Ebner

The 703rd Military Intelligence Brigade recently sent a soldier, armed only with a camera and a few tools, to help resolve an ongoing Vietnam conflict. The conflict faced every day is the fight for peace of mind

*... this is a way
of letting their
families know
we haven't
forgotten
about them.*

— Sgt. Joseph Cobb

for the families of American servicemembers still unaccounted for.

Sgt. Joseph Cobb, a photographer assigned to Visual Information Services, was part of a team from the Central Identification Lab, Hickam Air Force Base, Hawaii, that was sent to Vietnam.

Cobb was invited by Sgt. 1st Class Gregory Yoakam, husband of Sgt. 1st Class Freda Yoakam, Cobb's NCOIC, to be part of a team which would have the mission of recovering any aircraft or human remains found at designated excavation sites in Vietnam. Cobb's job would be to photograph anything recovered.

While many soldiers would see

it as an adventure or a chore, Cobb saw the trip differently. "It was an honor for me to go," said Cobb. "For me, it's the fact that we had soldiers over there, and this is a way of letting their families know we haven't forgotten about them. We'll do whatever is necessary to identify these heroes and return them to the United States for the proper burial they deserve."

After numerous shots and briefings, as well as what seemed like an endless flight, the team landed in Vietnam. Cobb quickly took notice of his surroundings. "It was hot and sticky and 105 degrees," said Cobb. "I've never been anywhere that hot before."

The weather wasn't the only thing quickly noticeable. "The country still

hasn't caught up with the modern world," said Cobb. "The housing is mostly huts and shacks. Field work is still done mostly by hand and mostly by women." What the country lacked in modern amenities was made up for by the hospitality of the Vietnamese people.

"The hospitality of the people was beyond anything I ever experienced," said Cobb. "They met us with open arms and sympathized with our mission. The nationals designated to the team did everything they could to ensure that we were provided the best of comfort in our accommodations. The majority of the time we were there, we stayed in a housing complex."



Photos by Sgt. Daryl Caldwell

Guards kept control of the crowds that gathered at the excavation sites in Viet Nam.

Although the Vietnamese did everything they could to provide comfortable living arrangements, there wasn't much they could do about the working conditions. "The work was very demanding," said Cobb. "I never realized how important it is to be physically conditioned. We worked nine to 10 hours a day in temperatures of 105 to 110 degrees with high humidity. When we worked, the whole group was broken down into teams. Each team had its own medic who looked out for them."

From the first day it was evident the work was not going to be easy. Each site had to be excavated to a depth of at least three meters to ensure all possible traces of remains would be recovered.

"Our team had a negative sight, meaning we found no remains," said Cobb. "However, I feel the trip was successful because we did much more work than was expected on the site. When all the reports were finalized we could, without a doubt, face the families of those missing and say we had done everything we could, but we did not find anything at that site."

Many, after hearing about the conditions Cobb endured, would wonder why he has little, if anything, negative to say about the mission. For those he has an answer.

"The guys on the team were the most professional soldiers I have ever worked with," said Cobb. "Each team member looked out for each other. Morale was great, and spirits stayed boosted throughout the mission. I would go with those guys anywhere,



Sgt. Joseph Cobb often put his camera down and joined in the excavation effort.

because I know the mission would be accomplished."

All Cobb can do now is wait while he hopes to join another team someday and help to resolve the mysteries of those still missing from Vietnam.✠

Staff Sgt. Ebner is the PAO NCO with the 703rd MI Brigade, Hawaii.

66TH, from page 19

On Feb. 1, 1977, the 66th MI Group was relieved from assignment to U.S. Army Europe and Seventh Army and reassigned to the U.S. Army Intelligence and Security Command as part of a worldwide reorganization of Army intelligence resources. To bring a variety of newly assigned intelligence and security units with their functions together under the 66th MI Group, the 66th Military Intelligence Group, Intelligence and Security (Pro-

visional), was organized on Aug. 1, 1977. The provisional group was formally discontinued on Aug. 25, 1981. On Oct. 16, 1986, the 66th MI Group was redesignated as the 66th Military Intelligence Brigade.

Sweeping changes in East-West relations and the collapse of the Warsaw Pact and the Soviet Union have forever changed history and the role of the brigade in Europe. As a result of these changes, the 66th MI Brigade was once again restructured

and relocated to its present location on Sheridan Kaserne, Augsburg, Germany, with all battalion headquarters collocated on Sheridan Kaserne. Most unit operational activities are nearby at Gablingen, with many small detachments scattered throughout Europe.✠

Information for this article was provided by the INSCOM History Office and the 66th Brigade Public Affairs Office.

Assaulting the Fortress: Planning for Operation OVERLORD

By Dr. John P. Finnegan

It was the most glittering military assemblage of the whole Second World War, and it took place on a fine May day in 1944 in the paneled library of old St. Paul's School in London. The King of England, George VI, was there; beside him were British Prime Minister Winston Churchill, South African Prime Minister Field Marshal Jan Smuts, the British War Cabinet, the British Chiefs of Staff, and American Gen. Dwight D. Eisenhower, the Supreme Allied Commander. Behind this illustrious group, packed together on hard benches, were 70 Allied generals, admirals and air marshals, and their assistants. Facing the star-studded audience was St. Paul's most distinguished alumnus, British General Bernard Law Montgomery, hero of El Alamein and Eisenhower's ground commander-designate.

Elegantly clad in smart battle dress, striding across an enormous scale model of the Normandy coastline, Montgomery put on a bravura performance that one admirer compared to the oration of Shakespeare's *Henry V* at Agincourt. Briskly (and, as it turned out, over-optimistically), Montgomery explained to the audience just how the forthcoming military operations would unfold.

"We must blast our way ashore and get a good lodgment before the enemy can bring sufficient reserves up to turn us out. Armored columns must penetrate deep inland, and quickly, on D-Day... We must gain space rapidly and peg out claims well

inland." Montgomery was briefing his audience on Operation OVERLORD, the projected invasion of the European continent. For the Western Allies, OVERLORD would be the supreme throw of the dice, the key to victory over Nazi Germany.

The genesis of Operation OVERLORD dated back to the time just prior to America's entry into World War II. Even before the Japanese attack on Pearl Harbor and Adolf Hitler's subsequent declaration of war against the United States had plunged America into a worldwide conflict, British and American staff planners had met to discuss possible courses of action when and if the United States became an active belligerent. Although Japan posed a threat to both powers in the Far East, the Allied strategists clearly realized that Germany was the most dangerous antagonist. As a result of its conquests, Nazi Germany now controlled the resources of much of the European continent; it alone had the armed forces and industrial base to make a serious bid for world hegemony.

In the summer of 1941, Army planners designed a future force that

could, if necessary, smash Hitler single-handedly: the Victory Program called for an Army of 8 million men and 215 divisions, 60 of them armored. As Major Albert Wedemeyer, the Victory Program's architect, put it: "We must prepare to fight Germany by actually coming to grips with her and defeating her ground forces and definitely breaking her will to combat."

Although the Japanese struck the first blow, the U.S. Army's focus after Pearl Harbor remained on Germany. Brig. Gen. Dwight D. Eisenhower succinctly expressed the Army's sentiments: "We've got to go to Europe and fight."

By April 1942, the U.S. Joint Chiefs of Staff had drafted a two-phase action plan to bring the weight of

*For the Western
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American forces to bear against Germany. BOLERO would concentrate an American Army of 30 divisions in Great Britain. Using Britain as a staging area, the Allies would launch ROUNDUP in the spring of 1943, crossing the English Channel at its narrowest point and landing on a six-division front between the ports of LeHavre and Boulogne in France. This would

create a "second front," offering immediate relief to the Russians, who were fighting almost the whole German Army. Once Allied strength



U.S. Army Photo

Supreme Commander of the Allied Expeditionary Forces Gen. Dwight D. Eisenhower addresses American paratroops on the eve of D-Day.

in the West had been built up, coordinated Allied and Russian offensives could crush Germany in a gigantic pincers.

In June, Joint Chiefs of Staff planners arrived in Britain to meet with their counterparts. At this point, the Americans' grand paper schemes began to go awry. The ships, planes, and landing craft to carry out ROUNDUP were all lacking. The British, already hard-pressed, could not make up the deficiencies, and the enormous American production machine was still getting into gear. It appeared that launching ROUNDUP in the spring of 1943 would be impracticable; postponing it until fall would solve the logistical problems, but would mean launching a ground campaign at precisely the time that European weather conditions would begin to severely curtail military operations. To further complicate matters, American President Franklin D. Roosevelt was insistent that the Army do something in the European Theater before the end

of 1942. Unless American forces were committed to battle against Germany, there would be irresistible political pressures to "remember Pearl Harbor" and redirect the whole American military effort to the Pacific.

To cut the Gordian knot, the American Joint Chiefs of Staff urged immediate implementation of SLEDGEHAMMER, a contingency plan originally designed to be carried out only if Russia was on the brink of collapse or if Germany unexpectedly disintegrated. Under SLEDGEHAMMER, two divisions would capture an outlying French port (Cherbourg or Brest) in 1942. Reinforced with a few more divisions, the force would dig in and hold out until 1943, when substantial reinforcements would at last arrive.

The British were totally unimpressed by this desperate approach, devised, as they pointed out, by American commanders with no actual experience of modern war. They would have to provide the troops and ships

for this forlorn hope, and even if the inadequate force could establish a foothold, it would be penned up for months in a bomb and shell trap while German aircraft and U-boats remorselessly attrited its communications.

Instead, Churchill and his military advisers urged that the United States introduce its forces into French North Africa and drive east to link up with British forces based in Egypt, trapping Field Marshal Erwin Rommel's Axis armies between them. In turn, the Americans vigorously protested — French North Africa was about as indirect an approach to the German heartland as could be conceived — and threatened to concentrate all U.S. forces in the Pacific.

The U.S. Commander-in-Chief had the final say. Roosevelt sided with Great Britain, his coalition partner, and American troops landed in French North Africa on Nov. 8, 1942. The principal of the objective is one of the cardinal principles of war, and the objective of placing an Allied Army on the continent of Europe to engage in decisive ground battle with the German armed forces remained in place. It was repeatedly endorsed at all of the major Allied conferences, and a target date of May 1, 1944, assigned. And yet, the focus on this objective was less than laser-like. The decision to invade North Africa dragged the weight of Allied forces into the Mediterranean, and this had long-term consequences. Fighting in North Africa dragged on until May 1943, by which time it was too late to regroup forces to mount a cross-channel attack that year.

Instead, the Allies invaded Sicily, then went on to Italy. While the Americans fretted at these military detours, the British were more content. They preferred that a full-scale confrontation with German military might come later, rather than sooner. A cross-channel amphibious assault against Hitler's *Festung Europa* see OVERLORD, page 24

OVERLORD, from page 23

(Fortress Europe) might be a risky gamble. As Churchill repeatedly warned, "We must take care that the tides do not run red with the blood of American and British youth, or the beaches be choked with their bodies."

Even if the assault succeeded, the British feared that large-scale operations on the continent of Europe might end in a bloody stalemate. British manpower was running out, and they remembered all too well the horrors and the enormous casualties of the Somme and Paschendaele battles of World War I.

Moreover, if Allied councils were divided over the wisdom and feasibility of a cross-channel assault in the near term, the American side had distractions of its own. The U.S. Navy was intent on waging its own private war in the Pacific, and this thrust diverted the shipping and landing craft that would be needed for any invasion of the European continent. The Army-Air Forces turned Great Britain into a gigantic airstrip in order to mount a massive daylight bombing campaign against Germany, but the AAF's demand on resources to support this effort placed it in direct conflict with the shipping requirements of the Army ground forces.

By the middle of 1943, military planners had realized that it would be impossible to create the 215 divisions originally planned even with an 8 million-man Army. So many men had to be allotted to combat and combat service support functions that only 89 combat divisions could be formed. Finally, President Roosevelt delayed appointing a commander for the cross-channel attack. Because of the proportions of troops that would be involved, such a commander would have to be an American.

The logical candidate was the legendary Army Chief of Staff Gen. George C. Marshall. But Marshall's continued services in Washington appeared to be indispensable. Con-

fronted with an unpleasant dilemma, the president decided not to decide. The Allied High Command — the Combined Chiefs of Staff — did make one positive step, however. On March 13, 1943, British Lt. Gen. Frederick E. Morgan, an artillery staff officer, was named Chief of Staff to the Supreme Allied Commander (Designate). Inevitably, this lengthy title was shortened to the acronym COSSAC. COSSAC assembled a planning staff and began to put together a framework for what soon would be known as Operation OVERLORD. This approach had its critics. As Montgomery commented, "There is an idea current in our Army that a planning staff is all that is necessary to plan an operation. ... No commander is appointed. It is like an orchestra trying to play without a conductor."

Nevertheless, COSSAC and his staff did their best. After a relook at developments in France, it was decided to mount an invasion against the beaches of Normandy rather than to strike at the closer target of the Pas de Calais just across the Straits of Dover. The Pas de Calais was heavily fortified, while Western Normandy offered fewer defenses, good beaches, and chances of the invaders getting speedy access to the port of Cherbourg. Moreover, Normandy was within range of the short-legged Spitfires that would have to provide much of the air support.

As it turned out, this modification of the earlier ROUNDUP plan would be a great improvement. The COSSAC planners also came up with some ingenious work-arounds in the area of logistics. Since it would take some time to capture the port of Cherbourg, arrangements were made for troops to draw supplies from across the beaches and from prefabricated concrete harbors — MULBERRIES — towed over from Britain.

Other modifications were less satisfactory. Because of limited sealift

and airlift that was then available, the COSSAC planners envisaged a landing of a three-division front, supported by two brigades of airborne troops. Reinforcements would have to be funneled through a narrow beachhead just 25 miles wide, with corps leapfrogging each other as they advanced. Considering the enormous stakes involved, the scale of the planned operation was vaguely ludicrous: the Allies had managed to land eight divisions in the first wave when they attacked feebly-defended Sicily. Montgomery would later dismiss this aspect of the plan as not "a sound Operation of War." However, COSSAC's planning was fatally constrained by the fact that the U.S. Navy, which controlled the all-essential landing craft, intended to allocate only 5 percent of its total inventory to support OVERLORD.

In December 1943, OVERLORD at last got into high gear. The leaders of the United States, Great Britain, and the Soviet Union met in conference at Teheran, and Marshal Stalin, the Soviet leader, demanded that a commander be named for the long-postponed second front. This forced the issue to a head. After some agonizing, Roosevelt decided that Marshall could not be spared. The next logical man for the job was Gen. Dwight David Eisenhower, who was then serving as Allied commander in the Mediterranean. For his necessary British deputy, Churchill picked Montgomery.

With prestigious and responsible generals now in charge, OVERLORD could lay claim to greater resources and could go on to take its place in history.

To be continued next month ... ✂

Dr. Finnegan is a historian with the INSCOM History Office.

Smiff Faces Court-Martial

Chief Warrant Officer John E. Purcell and Staff Sgt. Charles B. Cook wrote a series of articles about the continuing adventures of Sgt. Smiff for the 513th Military Intelligence Brigade's newsletter, *Mirage*. This series will be reprinted in the *INSCOM Journal* over the next few months. In our last episode, Specialist Smiff was read his rights under Article 31, Uniform Code of Military Justice, for violation of brigade policy and misappropriation of government property. This month his first name is "Pfc."!

By Chief Warrant Officer John E. Purcell and Staff Sgt. Charles B. Cook

"Pfc. Smiff, you have the right to remain silent," stated the special agent. "Oh, no, not this again!" cried Pfc. Smiff. "What did I do dis time?"

"Pfc. Smiff, are you CSO for the computer in your office?" asked the special agent.

"Yup," replied Pfc. Smiff.

On Jan. 10 of this year, did you use your computer with a modem and access the "Game Room" bulletin board which specializes in game software?" asked the special agent.

"Yup. Ah call dat bulletin board almost every day — you should try it sometime," Smiff replied.

"Over the past 18 months, is it true that you processed numerous classified documents on the same computer which you used to access the "Game Room?" asked the special agent.

"Yup. I use my 'puter as much as I can — this way the government gets its money's worth," proudly professed Smiff.

"Is it also true that your computer is accredited at the collateral **SECRET** level, which means that you can process up to and including **SECRET** information?" asked the special agent.

"Yup, I know 'bout 'creditations. I learned dat back when I was a sergeant," stated Smiff.

"Smiff," asked the special agent, when you were connected to the "Game Room" bulletin board, did you upload a file entitled, "Rollout.WP?"

"Yup. It's a really fun game and I thought dat I'd send it out so everybody could play it," stated Smiff.

"Well, Smiff," stated the special agent. "That program you sent was not a game; it was a military document that was classified **SECRET**!"

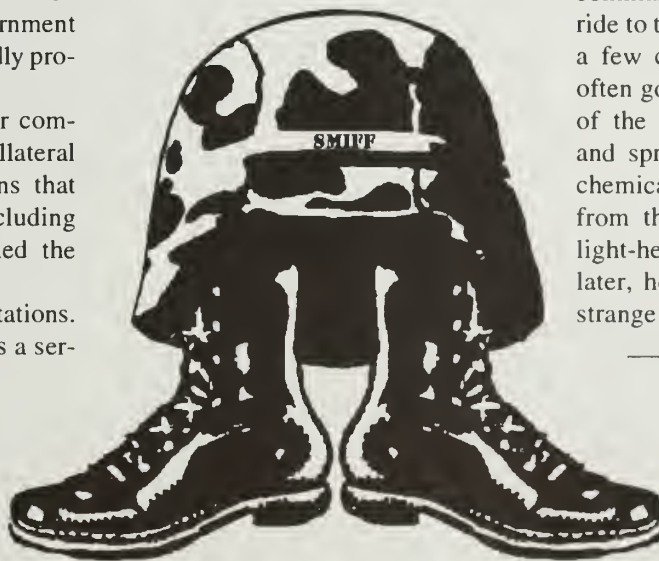
"No, no, no, you're wrong; wah, wah. I'd never send a classified document to a bulletin board — a man could go to jail for dat kind of stuff," cried Smiff.

"Well, Smiff, I'm sorry to say that's exactly what you did. I'm sure it was by accident, but the fact remains that you compromised classified information. You knew that your computer was accredited to process

up to and including **SECRET** information; you knew that your computer was unauthorized any type of modem activity, and, yet, you still used the modem. Smiff, this is your third computer-related offense.

"Pfc. Smiff," stated the brigade commander. "I see that this is not your first offense and that your offenses seem to get progressively more serious. Therefore, I am not going to offer punishment under the provisions of Article 15, UCMJ, this time, but rather, I am going to recommend you for trial by general court-martial. I will contact your company commander so that he may provide you with an appointment to see a trial defense attorney. I'm sorry, Smiff, but this time, you've gone too far. Report to your company commander."

On his way to see his company commander, Smiff decides to take a ride to the Newark Bay in the area of a few chemical factories where he often goes to think. While there, one of the chemical factories explodes and sprays Smiff with all kinds of chemicals. As he inhales the fumes from the toxic chemicals, he feels light-headed and passes out. A while later, he wakes up and finds that a strange ... *continued next issue!* ☞



FM 100-5 Makes CD-ROM Debut

By A. J. Plunkett

The Army's latest compact disk features tanks and armies, strategies and war maps, battle plans and special forces.

It's not a game, but developers of the Army Training and Doctrine Command's new "Operations" CD-ROM package say future editions may include simulated play to let soldiers test what they've just learned.

Field Manual 100-5, *Operations*, is the most recently updated version of the Army's main warfighting bible. At just \$3 a disk, the CD-ROM — a compact disk with read-only computer memory — is chock full of

one disk than to mail out individual copies of the half-inch thick "Operations" manual and all the related books and training materials, Army officials say.

More importantly, the CD package makes learning easier and appeals to the growing number of soldiers who are just as — or, in some cases, more — familiar with personal computers as they are hard-bound books.

"It's the Nintendo generation," said James E. Larsen, chief of TRADOC's Army Training Information Management Program.

Although the warfighting manual is targeted for mid-level officers and

And going back is just that easy: the command to return to one's original place is "back," Oller said. The whole program was designed so it could be used even if the soldier had little or no experience with computers, he said.

More than just a book or books on computer, the program also has a separate tutorial section so a soldier can choose to review his understanding of the major points taught in the section just finished, Oller said.

Because it's a read-only-memory disk, the soldier can't change the information in the package, but there are advanced tools programmed that can allow a user to copy paragraphs or entire chapters into the computer's main memory for use in writing operational orders or research papers, Oller said.

The rewriting of FM 100-5, the manual on which all other Army doctrine and operations are based, took more than two years. Last January, as the rewriting entered its final stages, TRADOC officials began looking at ways to use emerging computer technology as another way to spread the new word.

The job was given to Oller and a team of three others who spent nine months designing the software, working with TRADOC officials on what else should be in the package, developing the maps and graphics, and finally putting it all together in a prototype disk.

About 90 percent of the work was done at Fort Eustis, Oller said. The only thing done by civilian contractors was the audio narration and mass production of disks.

The main concern in developing the package was making sure it could

What is CD-ROM?

CD stands for compact disk, ROM for read-only memory. Information can be read but not added to or deleted. It looks and plays just like a regular music CD, but through a CD-ROM drive connected to a computer. The text and pictures are displayed on the computer's video monitor; the sound comes through an attached speaker.

narration, graphics, page-through computer text and even music to give today's soldier everything he needs to know about the Army philosophy of fighting a war.

The disk includes not just the warfighting manual, but a whole reference library of related books, glossaries, maps, charts and teaching tutorials to make the single CD a complete training package worth hundreds of dollars, say Training and Doctrine Command officials.

Because the CD-ROM can hold 250,000 pages of information — the equivalent of about 1,600 pounds of paper — it's cheaper to distribute the

up, the CD-ROM package was designed to be accessible to soldiers of all ranges of age and education, said Bobby L. Oller, a multimedia producer for the Multimedia Applications Division of TRADOC's Army Training Support Center at Fort Eustis, Va.

Following simplified instructions on the computer screen, a soldier can be reading a chapter titled *Combat Power*, call up an animated color graphic showing a battle from Operation Desert Storm, check the meaning of a military term in the glossary, and go back to the original chapter in minutes.

be used by all soldiers and on the majority of hardware available in the field, Oller said. Because of that, some things they could have done with the presentation, such as video illustrations, full-color animation and even the war games feature, were left out because of fears that not all the Army's hardware could handle all those programs, Oller said.

Those features could be included in future editions, Oller said.

The 1,200 disks will go on limited release worldwide to division-level headquarters by the end of this month, Oller said. While it won't put a CD-ROM version of FM 100-5 in every soldier's hand, it will make it available to all mid-level officers and up, and to most soldiers, he said.

Developing the disk, producing it and sending it out will cost just under \$100,000, Oller said. By comparison, the printing of just the 176,000 paperback versions of FM 100-5 will cost about \$130,000 and as

much again to ship, TRADOC officials said.

The computerized program brings TRADOC to the forefront of information-age technology and is part of an Army goal to put all its paper on plastic, Larsen said.

There will be a day when soldiers will be able to carry hand-held CD-ROM players and have instant access to 10,000-page tank maintenance manuals or multi-volume aircraft manuals, Larsen said.

Within the next five years, Larsen predicted, all Army forms, publications, military specifications and standards will be available on CD-ROM.

"That's literally going to save billions," he said, not only in printing and storage costs, but in cutting down the time it takes to fill out paperwork and correct human errors.

For example, ordering ammunition for a division can take up to four hours of filling out paperwork that is subject to mistyped numbers and let-

ters, Larsen said. Divisions in the field now are doing it error-free in 20 minutes, he said.

The Army is saving time and money with the CD-ROM that has the FM 100-5 package on it, he said. It was only about half full, so Army officials also tacked on a copy of the Standard Army Training System, the uniform plan by which all Army training programs are written, Larsen said.

That program used to have to be loaded onto a unit's computer using 50 separate computer diskettes. Using the FM 100-5 CD-ROM, it can be copied onto a computer's hard drive within a few minutes, Oller said. ✽

This article appeared in the Jan. 23 Daily Press, Newport News, Va. It was released, by permission, by the TRADOC News Service.

What Will You Find in TRADOC's New 100-5 Package?

TRADOC's new FM 100-5 package consists of three elements:

- A CD-ROM computer disk
- A 35mm slide presentation and recommended script
- A VHS video tape

The CD-ROM disk has both the 1986 and the 1993 versions of FM 100-5, *Operations*; FM 100-1, *The Army*; *The National Security Strategy of the U.S.*; and the *U.S. National Military Strategy*. The programs on the disk include three audiovisual animations which explain —

- Battle space
- The dynamics between operational offense and defense, as illustrated in the Yom Kippur War
- The concept of simultaneous attack in depth, as represented in Operation Just Cause

Explanatory teaching points accompany each animation. The disk allows the user to perform a variety of research and word processing functions, such as word search and split screen comparison.

The 35mm slide presentation and script explain the new FM 100-5 in terms of its new concepts, lines of thrust, and the strategic context in which it was developed.

The VHS video gives the viewer historical insight into the production of our keystone doctrine and its relevance to our Army as a strategic force for the 21st century.

Initial distribution is 1,200 copies of the CD-ROM disk and 650 copies of the VHS tape and slide presentation to the Active and Reserve Components.

The point of contact is Lt. Col. Pat Ritter in the School of Advanced Military Studies, Fort Leavenworth, Kan., telephone (913) 684-2138 or DSN 552-2138. ✽

Reprinted from Military Intelligence, Oct.-Dec. 1993 issue.

Withholding Taxes Vary by State

By Linda S. Lee

State tax withholding can be confusing. That's why the Defense Finance and Accounting Service and the states work together to make it easier for servicemembers.

The state tax withholding program begins when a state, commonwealth or the District of Columbia, enters into an agreement with the Treasury Department to have taxes withheld from servicemembers' pay. Then agreement information flows from treasury officials to DoD's finance service to states. This includes tax tables and procedures.

The finance service withholds state taxes from an individual's pay. The state the individual claims for home-of-record purposes drives the withholding program, said finance service officials.

For example, if the individual claims Texas or another state that doesn't have an individual state income tax, no taxes are withheld. If the servicemember claims a state with income taxes and no exceptions are made for servicemembers, an amount specified by the state is withheld.

Some states allow exemptions from withholding for individuals stationed outside the state, said finance officials. These are Alabama, California, Idaho, Kansas, Kentucky, Minnesota and New Mexico. Arizona and Missouri let servicemembers decide if they want taxes withheld. You may obtain specific information on these exemptions is available from local finance offices.

With regard to withholding taxes, finance officials stressed that an exemption from withholding does not



release the individual from state tax liabilities.

Current information shows states that do not have an agreement with the Treasury Department are Alaska, Florida, New Hampshire, Nevada, South Dakota, Tennessee, Texas, Washington and Wyoming. This situation could change.

If you have questions or need more information concerning your state's withholding tax, contact the installation finance office, or consult the following list for the address to write to your state tax office:

Department of Revenue
Income Tax Division
Montgomery, AL 36102

State Tax Commission
Phoenix, AZ 85007

Dept. of Finance and
Administration
Little Rock, AR 72203

Franchise Tax Board
Sacramento, CA 95876

Dept. of Revenue
Denver, CO 80203

Taxpayer Services
Dept. of Revenue
92 Farmington Ave.
Hartford, CT 06105

Dept. of Finance
601 Delaware Ave.
Wilmington, DE 19899

Dept. of Finance and Revenue
One Judiciary Square
Washington, DC 20001

Dept. of Revenue
Taxpayer Assistance Section
PO Box 7443
Tallahassee, FL 32314

Dept. of Revenue
Trinity Washington Bldg.
Atlanta, GA 30334

Dept. of Taxation
Honolulu, HI 96813

State Tax Commission
PO Box 36
Boise, ID 83722

Dept. of Revenue
Springfield, IL 62708

Gross Income Tax Division
Indianapolis, IN 46204

Dept. of Revenue
Lucas State Office Bldg.
Des Moines, IA 50319

Dept. of Revenue
Topeka, KS 66625

Dept. of Revenue
Frankfort, KY 40601

Dept. of Revenue
Baton Rouge, LA 70821

Bureau of Taxation
Augusta, ME 04330

Comptroller of the Treasury
Income Tax Division
Annapolis, MD 21404

Dept. of Corporations and
Taxation
Boston, MA 02133

Dept. of Management and Budget
Lansing, MI 48913

Dept. of Revenue
Centennial Office Bldg.
St. Paul, MN 55145

State Tax Commission
PO Box 960
Jackson, MS 39205

Dept. of Revenue
Jefferson City, MO 65101

Dept. of Revenue
Mitchell Bldg.
Helena, MT 59620

Dept. of Revenue
Lincoln, NE 68509

Dept. of Revenue Administration
PO Box 457
Concord, NH 03302

Dept. of the Treasury
State House
Trenton, NJ 08625

Dept. of Finance and
Administration
State Capitol
Santa Fe, NM 87501

Department of Taxation
and Finance
State Campus
Albany, NY 12227

Dept. of Revenue
Raleigh, NC 27640

State Tax Commission
Bismarck, ND 58505

Dept. of Taxation
Columbus, OH 43215

State Tax Commission
Oklahoma City, OK 73105

Dept. of Revenue
Salem, OR 97310

Dept. of Revenue
Harrisburg, PA 17127

Director, Income Tax Division
Treasury Dept.
Box S-4515
San Juan, PR 00901

Dept. of Administration
State House
Providence, RI 02903

State Tax Commission
Columbia, SC 29201

Dept. of Revenue
Franchise, Excise and Income Tax
Andrew Jackson State Office Bldg.
Nashville, TN 37242

Dept. of Finance
147 State Capitol
Salt Lake City, UT 84114

Executive Dept.
State of Vermont
Montpelier, VT 05602

Dept. of Taxation
Richmond, VA 23215

State Tax Dept.
Charleston, WV 25305

*Ms. Lee is a writer with the American
Forces Information Service.*

Adults Miss Target on Keeping Shots Up-to-Date

By Lt. Col. Edward Yang

Routine immunization has become an integral part of pediatric practice, but it is not yet a standard part of care for adults.

Except in unusual circumstances, such as military duty or plans to visit a developing country, patients and physicians are not in the habit of questioning immunization status.

Therefore, few adults are aware of the sizable problem that still exists despite childhood immunizations.

Surveys reveal that most middle-aged and older Americans lack adequate protection against tetanus and diphtheria. More than 90 percent of tetanus cases in one recent period occurred in adults. Adults aged 60 and up account for 60 percent of tetanus cases.

Only about 20 percent of adults over age 65 receive influenza vaccine, despite publicity campaigns urging them to. The elderly and people with certain medical conditions, such as heart and lung diseases, risk catching more severe or complicated illnesses (e.g., bacterial pneumonia) as a possible result of influenza.

Pneumococcus accounts for 10-25 percent of all pneumonias and perhaps 40,000 deaths annually, particularly in the very young, the elderly and persons with certain high-risk conditions. Yet it is estimated that less than 10 percent of 48 million people at risk of serious infection have received pneumococcal vaccine.

Following are recommendations on specific vaccinations:

Tetanus/Diphtheria

Most adults have completed a three-dose primary series of tetanus

and diphtheria shots (usually combined with pertussis vaccine) during childhood.

If there is doubt about completion of the primary series, two doses of combined tetanus and diphtheria shot should be given at least four weeks apart, followed by a third dose at six to 12 months.

Thereafter, booster doses should be given at 10-year intervals.

Measles/Rubella

Adults born before 1957 are considered immune to measles, mumps and rubella due to childhood exposure. Persons born after 1956 should receive measles vaccine unless they have a dated record of two doses of live measles vaccine on or after their first birthday, documentation of physician-diagnosed measles, or laboratory evidence of immunity.

Persons vaccinated for measles between 1963 and 1967 may have received inactivated measles vaccine. They should be revaccinated with live measles vaccine to prevent atypical measles.

Women of childbearing age need immunity against rubella. They should get rubella vaccine unless there is laboratory evidence of immunity or a record of vaccination after the first birthday. But women should not be vaccinated during pregnancy; instead, they should be vaccinated immediately after delivery.

Influenza

Outbreaks of influenza generally occur each year. The overall mortality associated with influenza is often underestimated, because up to two-thirds of influenza-related deaths are

blamed on other causes, particularly heart disease.

Influenza vaccinations should be considered for young adults who provide essential community services, including health-care workers who are at increased risk of acquiring influenza and transmitting it to high-risk patients.

The vaccine may also be given to other young adults at increased risk of exposure, such as military personnel and college students living in dormitories. Everyone over age 65 should receive influenza vaccine each year.

Pneumococcal Vaccine

All persons aged 65 and up should receive pneumococcal vaccine. Those aged 64 and under with high-risk conditions, such as chronic lung conditions, should also be vaccinated.

Revaccination should be strongly considered after six years to maintain protection as the risk for serious infection rises.

In addition to the vaccines routinely recommended above, adults in all age groups should discuss with their physicians any questions they have about their lifestyles, occupational hazards and special circumstances (such as frequent travel) that might warrant additional vaccines.

To obtain immunizations or additional information, contact your local immunization clinic. ✕

Lt. Col. Yang is with Tripler Army Medical Center, Hawaii. This article is part of a Health Series provided by the Center.

Seatbelted Soldier, Family Arrive Alive

By Capt. Douglas R. Hague

Seat belt usage was very strongly urged during drivers' training conducted recently at the U.S. Army Field Support Center by the Fort George G. Meade, Md., Safety Office for 95 soldiers and civilian workers.

The training covered many areas, but emphasized driver responsi-

"Keep yourself and your family members in seat belts regardless of the distance you travel, because you just never know when it's going to happen to you."

— Chief Warrant Officer Ken Camille

bilities, rules of the road, the results of driving while under the influence of alcohol, and the use of safety belts.

Chief Warrant Officer Ken Camille, a member of the Field Sup-

port Center, can personally attest to the value of wearing seat belts. While driving home from holiday leave this past Christmas, he and his wife were involved in a traffic accident along Interstate 95.


The darkness of the night coupled with the rain and ice made for slick and potentially dangerous driving conditions. Camille adjusted his driving speed accordingly, but there wasn't much he could do when he came upon a van that was sitting across the road, perpendicular to the lanes. The van had skidded sideways and stalled.

The ensuing collision was unavoidable, and the impact was strong enough that his car was totaled. Camille and his wife were able to walk away from that accident with only bruises and minor abrasions caused by flying glass.

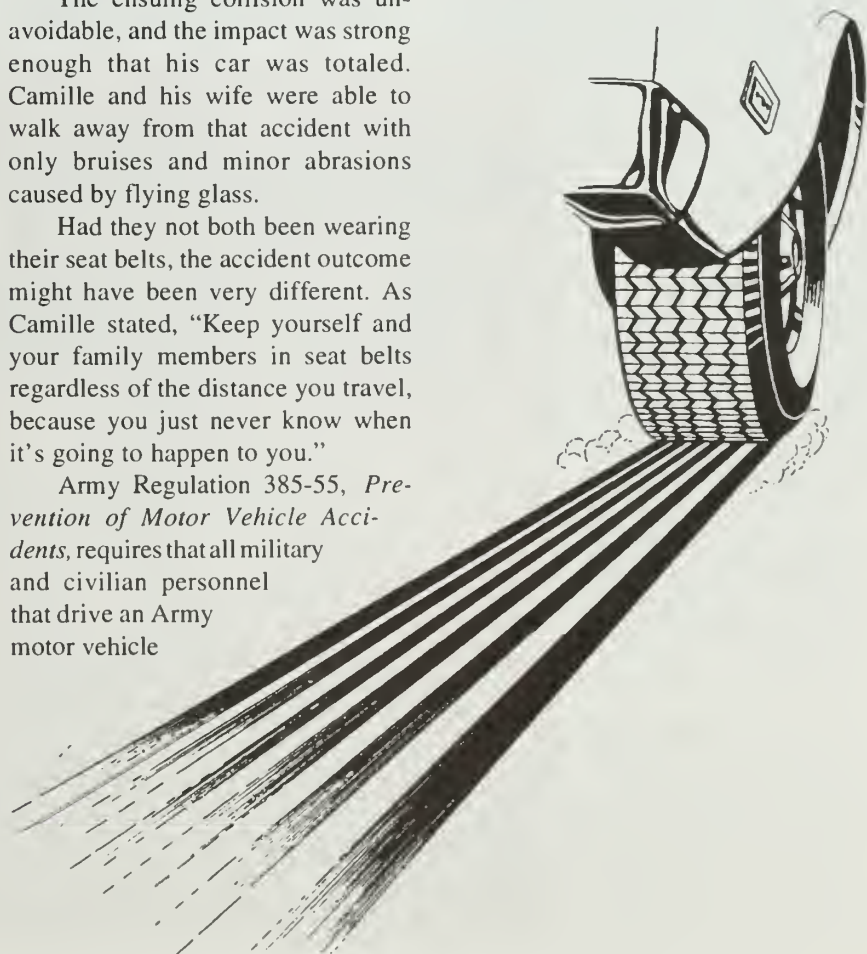
Had they not both been wearing their seat belts, the accident outcome might have been very different. As Camille stated, "Keep yourself and your family members in seat belts regardless of the distance you travel, because you just never know when it's going to happen to you."

Army Regulation 385-55, *Prevention of Motor Vehicle Accidents*, requires that all military and civilian personnel that drive an Army motor vehicle

be given classroom instruction in accident avoidance. According to the regulation, "this training will be given as soon as possible after entry into government service and every four years thereafter as part of the license renewal procedure."

But don't wait to take precautions. Driving defensively and using techniques learned in the classroom could ensure you arrive alive. 

Capt. Hague is the PAO for the U.S. Army Field Support Center, Fort George G. Meade, Md.



MISTE Program: Army Reserve Offers Training Options

By 1st Lt. Susan Westberg

(Editor's note: This article is the second of a three-part series. The final installment next month will cover mobilization of Reserves.)

In our last article, we discussed the three major avenues a soldier can choose when entering the Army Reserve — becoming a Troop Program Unit member, an Individual Mobilization Augmentee, or an Individual Ready Reservist. This time we'll cover the different training options you have within those three areas.

But first, let's talk again about the importance of participation. Career Reservists not only want to maintain an affiliation with the Army, they are also working toward a Reserve retirement. A soldier receives a Reserve retirement upon completion of 20 "good" years. A "good" year is achieved by earning a minimum of 50 retirement points. There are two types of training that earn those retirement points, with each type allowing a certain number of points to be earned.

Types of Training

First, there is Inactive Duty for Training. A Reservist can earn any number of IDT points, but only 60 will be counted toward retirement in a given year.

There are several ways to earn IDT points. A Reservist automatically earns 15 IDT points per year for membership. Successfully completed military correspondence or extension courses earns one IDT point for every three hours of instruction. And there is one IDT point earned for each Reserve unit training assembly or drill attended and satisfactorily performed. This last one includes drills with and without pay.

The other type of training is Active Duty for Training, which allows a Reservist to earn one point for each

day of active duty while performing annual training or attending a prescribed course of instruction at a service school. The number of ADT points earned by a Reservist cannot exceed 365 per year (366 for leap year). It should be mentioned that a Reservist can be brought on active duty to provide mission support rather than for training and that support-related tours earn retirement points the same way as ADT — one point for every day of active duty.

It can be very difficult for a Reservist to earn the required 50 points for a "good" year toward retirement because of civilian job demands and remoteness of home location. As we pointed out already, the Army Reserve offers a variety of ways to earn those points, but it is up to the career-minded Reservist to actively seek opportunities to participate in training. With this in mind, we'll take a look at some of the additional programs and tours available for Reservists who are serious about earning those retirement points.

The best way to ensure plenty of training and promotions is to join a Reserve unit, through the Troop Program Unit. However, joining a TPU is not always easy for a military intelligence soldier. Compared to other branches of service, there aren't a lot of MI Reserve units out there. Even



when there might be one near your home, there isn't always a vacancy in the right grade or military occupational speciality.

The reason proximity to the unit is so critical is because the Army Reserve normally can't pay travel costs to and from your home and the unit's training site. You have to remember that unit drills are considered IDT, not ADT, and, therefore, travel costs are not funded.

TPU locations are selected primarily on the basis of demographics — that is, wherever the Army thinks they have the best chance of recruiting the most numbers of non-prior service persons into a given type unit. Because of the small number of MI Reserve units available and the competition for vacancies within those units, not many soldiers being released from active duty these days are able to join a TPU. Fewer still are actually able to find an MI unit with a vacancy in their specific grade and MOS.

This is a terrible loss to the MI community of highly-skilled soldiers — soldiers who have invested a great deal of their own time and in whom the Army has invested significant resources. In an attempt to reverse this trend, the Army Reserve has developed a new program called the Military Intelligence Special Training Element, or MISTE.

Your transition NCO (formerly known as "in-service recruiter") should be completely familiar with this program. Its intent is for your transition NCO to locate a vacancy in your MOS and at an appropriate grade in a Reserve MI unit and to hold that position for you. Once you have left active duty and settled in, you are assigned to that position, regardless of how far away the Reserve unit is from your home. You will be required to train with that unit, or receive equivalent MI skill sustainment training at a regional training site, only once every other month. Your travel and expenses associated with that training will be paid for by

Readiness Training funds. REDTRAIN is the program that defines the opportunities and provides the funds for training.

What does a MISTE soldier do on alternate months? Arrangements will be made for your attachment to the TPU closest to your residence, where you will receive soldier skill training, accomplish administrative functions, and so forth. Of course, each year you will be required to come on active duty for two weeks to join your Reserve MI unit for its annual training.

Another new program is for IMAs and that is the Drilling IMA program. DIMA soldiers are very carefully selected based on the wartime criticality of their IMA positions. They perform 24 paid drills annually with their assigned active component unit, along with the usual two weeks' annual training. The number of DIMA drills is only half the number performed with a TPU, but DIMA soldiers have a great deal of flexibility in setting up the dates and times of those drills.

Both TPU members and IMAs, along with IRRs, can take advantage of drills performed with a Reinforcement Training Unit. These are Reserve organizations geared toward providing training and instruction in addition to that received in a TPU drill or IMA assignment. However, RTU drills are for points only. Even though a Reservist will want to seek those training opportunities that also provide pay and allowances, he or she should not completely rule out the opportunity that an RTU offers to earn those all important retirement points. Reservists interested in participating in training with an RTU should contact the nearest major U.S. Army Reserve Command for information.

Individual Training

To complete this collection of Reserve training options, we'll finish

up with individual training and support tours. All Reservists can apply for these tours, but they need to be aware of the parameters involved. In order for a tour to be approved, there must be a valid requirement for the training or support provided, the Reservist must be qualified and funding must be available.

The three types of individual tours possible are the Temporary Tour of Active Duty, Active Duty for Special Work tour, and the REDTRAIN Live Environment Training tour.

Like their active duty colleagues who do not have access to live operation intelligence environments, these soldiers receive MOS proficiency maintenance training at a location where a live operation intelligence mission is carried out. Each of these tours has specific criteria that must be met in order to make a valid tour request. There is also a limit to the number of days a Reservist can serve on these tours, either to avoid conflict with Army strength accountability or to keep funding available for other Reservists who want to train. In any case, these tours offer excellent opportunities for training and maintaining military skills, not to mention the added benefit of pay and points.

As always, the INSCOM Reserve Affairs office stands ready to serve the needs of INSCOM Active and Reserve Component soldiers who are interested in information or assistance concerning these or any other Reserve Component programs.

If you have questions, feel free to contact us at DSN 235-1330 or commercial (703) 706-1329. Let's hope that with these new programs, INSCOM soldiers can stay MI. ✕

1st Lt. Westberg is an actively drilling individual mobilization augmentee at the 902nd Military Intelligence Group, Fort George G. Meade, Md.

Total Army Newsline...

News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Troops May Pay More to Fund Retirement Homes

To keep the military's two retirement homes from going broke, active duty members may have another \$1.50 taken out of their monthly pay starting next January.

Service secretaries recently approved a proposal to increase the current 50 cents per month to \$2. Congress must approve the increase. Servicemembers have had 50 cents taken out of their checks for the home since 1976. When the home was built in 1851, soldiers paid 25 cents out of their monthly checks.

Last year, the Soldiers' and Airmen's Home's budget was \$43 million, but the home took in only \$35 million. The Naval Home spent \$11 million and took in about \$20 million. With downsizing of the active force, both homes will go broke by 1999 without the increase.

Payment of fines or forfeiture of pay as a result of courts-martial or administrative discipline by servicemembers go to support the homes these days. In 1983, a total of \$25 million in fines and forfeited pay helped out the Soldiers' and Airmen's Home. In 1993 servicemembers' good behavior reduced the amount received through this means with fines and forfeitures netting only \$13 million.

Residents also pay 25 percent of their retired pay and Social Security benefits to live in the homes, but many residents served during World War II or before, and their retired pay is low.

The Soldiers' and Airmen's Home has 1,760 residents. The Naval Home,

built in 1975, has 550. In 1991, the two homes merged into the Armed Forces Retirement Home. Their separate trust funds will merge in 1995. The Naval Home trust fund is worth \$21 million, and the Soldiers' and Airmen's Home trust fund is \$139 million.

Veteran enlisted members, warrant officers and limited duty officers are eligible to retire to either home. They must be unable to earn a living due to a service-connected disability or have served in a war zone or suffer a nonservice-connected disability. Former Coast Guard members must have served in wartime combat zones with the Navy.

(Evelyn D. Harris, American Forces Information Service)

FIC Deactivates

On Jan. 31, 1994, the USAINSCOM Foreign Intelligence Command, Fort George G. Meade, Md., was discontinued.

(INSCOM DCSPER)

Nametapes, Nameplates Available By Mail

Embroidered Army nametapes and engraved plastic nameplates are now available via mail order through the Army and Air Force Exchange Service, according to AAFES officials.

The Fort Knox, Ky., exchange processes orders on a "same-day" basis, and can ship them worldwide, officials said.

Nametapes cost 75 cents each and nameplates are available for \$1.

The shipping and handling fee is \$1 per order.

Customers can request order forms by writing to:

**AAFES Embroidered Nametapes
Bldg. 2320
Knox Street
Fort Knox, KY 40121**

To process an order without an order form, include name, shipping address, Social Security number, branch of service and quantity of each.

A minimum of three nametapes is required for each order. There is no minimum requirement for branch-of-service tapes.

(AAFES)

Essay Contest Offers \$1,000 Prize

Association of the United States Army officials are looking for writers to participate in the first-ever *ARMY Magazine* Essay Contest.

Anyone, except employees of AUSA, is welcome to enter. Essays must address important issues concerning the U.S. Army in the 21st century. Some examples of appropriate focus are:

- ✎ lessons of the past applied to the future Army;
- ✎ the Army in peacetime operations;
- ✎ controlling change while shaping the future; and
- ✎ exercising initiative and leadership.

The author of the best essay will receive a cash prize of \$1,000. Second- and third-place entries will receive \$500 and \$250, respectively.



Winning essays will be published in *ARMY Magazine*.

Essays will be judged by a board of national security and land power experts. The review of the essay will measure overall quality, scholarship and analysis of the subject. Essays must stress analysis and interpretation — not exposition, personal narrative or report.

Entry rules:

① Essays must be original and must not exceed 2,500 words.

② All entries should be sent to:

Editor, *ARMY Magazine*

Attn: Essay Contest

2425 Wilson Blvd.

Arlington, VA 22201

③ Essays must be postmarked no later than May 31.

④ The author's name will not appear on the essay. Each author will write a two- or three-sentence synopsis of the essay on a cover sheet. A sealed envelope will accompany the entry. Inside the envelope will be the author's name, brief biographical sketch, Social Security number, address, day and evening commercial telephone numbers, and the same two- or three-sentence synopsis that appears on the cover sheet.

⑤ All essays must be typewritten and double-spaced on 8½ by 11-inch paper. Three copies must be submitted.

⑥ Winners will be notified by letter in August.

⑦ The authors of prize-winning essays must transfer all rights, including the copyright, to AUSA before publication.

⑧ The editor of *ARMY Magazine* will also review essays not selected for

cash awards for publication in the magazine. Writers will be compensated at the established rate and must transfer all rights, including the copyright, to AUSA before publication.

⑨ *ARMY Magazine* reserves the right to edit published essays for style, accuracy or space limitations.

(AUSA)

Photographers Sought To Capture Army Life

A call is out to amateur and professional photographers who would like to see their work published in a magazine read around the world.

SOLDIERS, the official U.S. Army magazine, is seeking military and civilian photographers to record a day of Army life for its third annual "This Is Our Army" photo feature.

Magazine officials have set aside the Army's 219th birthday — Tuesday, June 14 — as the day for photographers to set out with cameras and tripods in search of the perfect Army photo.

"We're looking for imagination and creativity," said Staff Sgt. Larry Lane, magazine photo editor. "Soldiers should look for what is unique to their installation — something they may see every day, but others may never get the opportunity to see. We need photos that tell a story and capture the faces of soldiers, families and Department of the Army civilians."

Officials stress this is not a contest. However, the following rules will apply to all photographs submitted for the 32-page feature:

① Pictures must be taken within

the 24-hour period of June 14.

② Only processed color slides and 5 by 7- or 8 by 10-inch black and white prints will be considered.

③ Photo submissions must credit the photographer; include full name, rank and service (if applicable).

④ Entries must be captioned to include names of all identifiable people in the photos, location and a description of the action in the picture. Captions must be individually attached to each photo or slide.

⑤ Photos must be received at *SOLDIERS* no later than Aug. 31. Photos and slides cannot be returned.

Send entries to:

SOLDIERS

9325 Gunston Road

Suite S108

Fort Belvoir, VA 22060-5581

For more information, contact Staff Sgts. Larry Lane or Doug Ide at **DSN 284-6671** or commercial **(703) 274-6671**.

(Army News Service)

INSCOM History Books Available

Single copies of the INSCOM publication, *Military Intelligence: A Picture History (Second Edition)*, are available free while supplies last by writing to:

COMMANDER

USAINSCOM

8825 BEULAH STREET

ATTN IAPAO

FORT BELVOIR VA 22060-5370

(INSCOM PAO)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"Them buttons wuz shot off when I took this town, Sir."

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, APRIL 1944

5 (R) U.S. Fifteenth Air Force drops 588 tons of bombs on Ploesti rail targets. Although not admitted as such, this is actually the beginning of an oil offensive in which U.S. Eighth Air Force joins, starting on 12 May.

13 (WE) Tactical air forces (U.S. Ninth and British Second) begin offensive against Normandy coastal batteries.

17 (ETO) Directive by Gen. Eisenhower to strategic air forces gives German Air Force top priority on target list. Attacks on oil plants

will have twofold purpose of getting German Air Force into the air and diminishing oil supply.

19 (Med) Gen. Wilson receives directive from Combined Chiefs of Staff to launch an offensive in Italy in support of OVERLORD.

24 (US) War Department Operations Division's Strategy Section states, "collapse of Japan can be assured only by invasion of Japan proper."

29 (Med) Ground, naval, and air outline plans for ANVIL are pre-

sented to Supreme Allied Commander, Mediterranean Theater.

Event Locations:
(ETO) European Theater of Operations
(R) Rumania
(Med) Mediterranean
(WE) Western Europe
(US) United States

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

April 1994

*Month of the Military Child
National Child Abuse Prevention Month
Stress Awareness Month*

- 1 April Fools' Day
- 3 Easter
- 3 Daylight-saving time begins (2 a.m.)
- 9 Civil War ended (1865)
- 15 Income Tax Day
- 16 National Stress Awareness Day
- 17-23 National Volunteer Week
- 18 Boston Marathon
- 24-30 Professional Secretaries' Week
- 27 Professional Secretaries' Day
- 27-29 INSCOM Family Action Plan Conference, Fort Belvoir, Va.

MAY 1994

*Asian-Pacific Islander Heritage Month
Mental Health Month
National Physical Fitness and Sports Month*

- 1 Law Day
- 2 CG's Town Hall Meeting, Fort Belvoir, Va.
- 1-7 National Pet Week
- 2-8 Public Service Recognition Week
- 8 Mother's Day
- 13 Military Spouse Day
- 14 Women's Auxiliary Army Corps Anniversary
- 21 Armed Forces Day
- 25 Army Maintenance Excellence Awards, Pentagon
- 26 MacArthur Leadership Awards, Pentagon
- 29 Indianapolis 500-Mile Race
- 30 Memorial Day (Federal Holiday)

—1994—

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COMMANDER
USA INSCOM
8825 BEULAH STREET
ATTN IAPAO
FORT BELVOIR VA 22060-5246



FLARE

Stress Awareness Month

Our lives change each and every day. Changes -- both good and bad -- in one's life create a certain amount of stress. Whether it's the change of the seasons, pressures at work, or pressures at home, everyone needs to be aware of the signs of stress and take actions to reduce its impact upon their lives. Take time to assess your life, and decide for yourself if you need to reduce the amount of stress in your life.

R A M D R I L R E L A X A T I O N N O C O N W O L A M
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*Words may be read straight across, backward, up, down or diagonally.
(Solution on page 17)*

ABNORMAL
CONFLICT
DEPRIVATION
EMOTIONS
HEALTH
MANAGEABLE
OPTIMISTIC
REDUCTION
SLUGGISH
TIME MANAGEMENT

ABSENTEEISM
CONTRIBUTION
DISHARMONY
EXERCISE
HOPEFUL
MOODY
OVERLOAD
RELAXATION
STROKE
ULCERS

ALCOHOLISM
COPE
DISTRESS
FRUSTRATION
INTERFERE
NERVOUS
PERCEPTION
REST
SUBSTANCE ABUSE
WORK DISTRIBUTION

CONDITIONS
DAILY LIFE
EATING DISORDERS
HARMFUL
LACK OF SLEEP
NORMAL
PRODUCTIVITY
ROLE MODELS
SYMBOLIC STRESS
WORKOUT

Compiled by Maj. Donna L. Walthall, INSCOM PAO